PERSONNEL MANAGEMENT
WELFARE & INDUSTRIAL EQUIPMENT

The Journal devoted to increasing production through Better Management of People at Work

SEPTEMBER, 1954 Is. 6d.

Where Welfare Takes Many Forms (See Page 128)

Medical Service to Industry Increases Production

sickness-absence

reduced through specialised

medical supplies

In the first-aid treatment of accidents and sudden illnesses, the factory Medical or Welfare Department provides an invaluable service which has proved to have a directly beneficial effect upon production.

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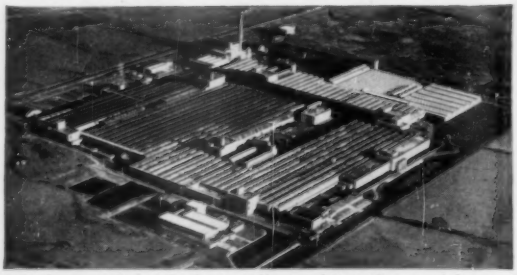

In large industrial plants, idle machines due to sickness-absence can cause bottlenecks affecting many departments...

...the absence of one key-worker may prove of incalculable cost in interrupting continuity of production.

Absenteeism, a primary cause of concern to the personnel manager, in many cases is preventable.

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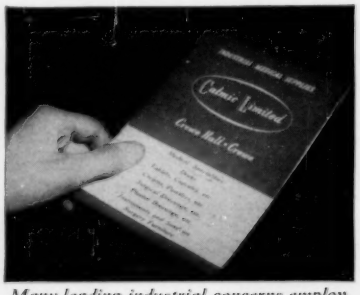

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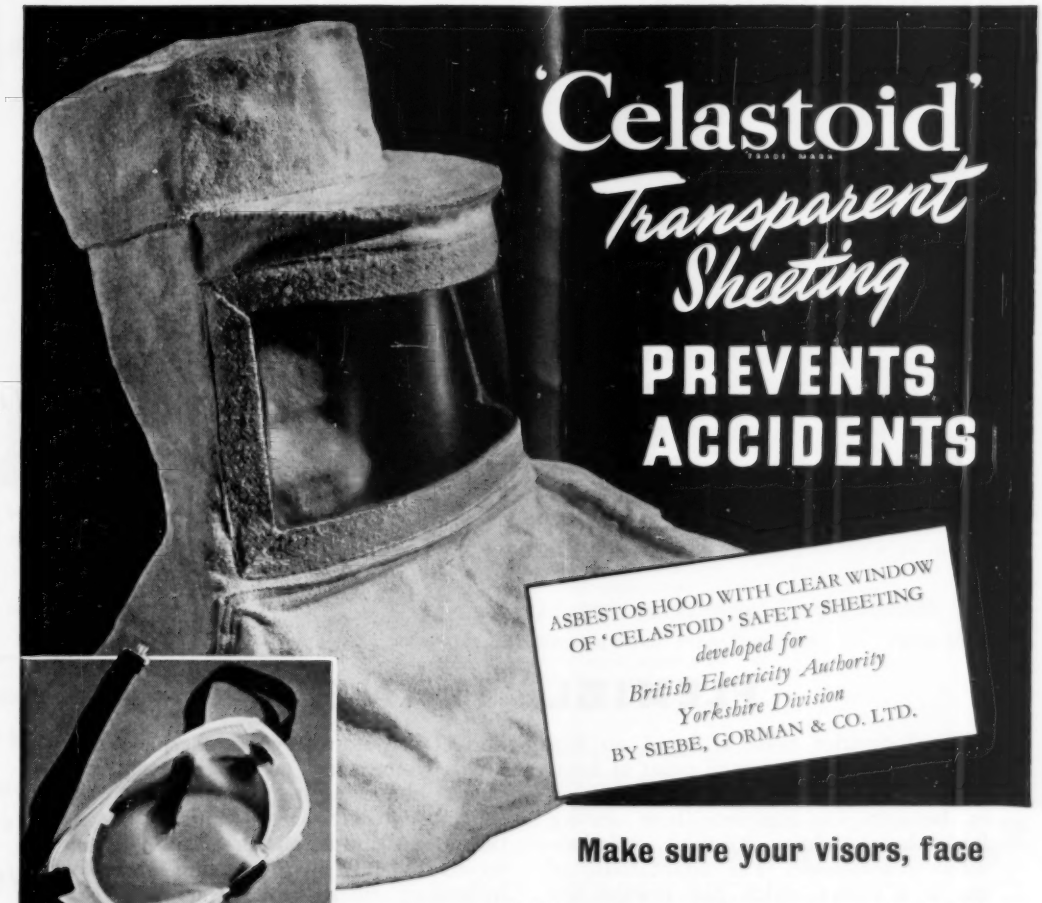

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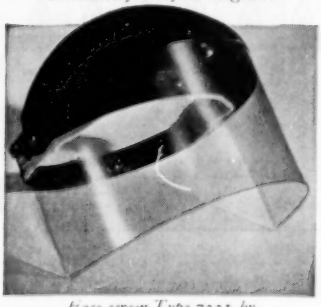

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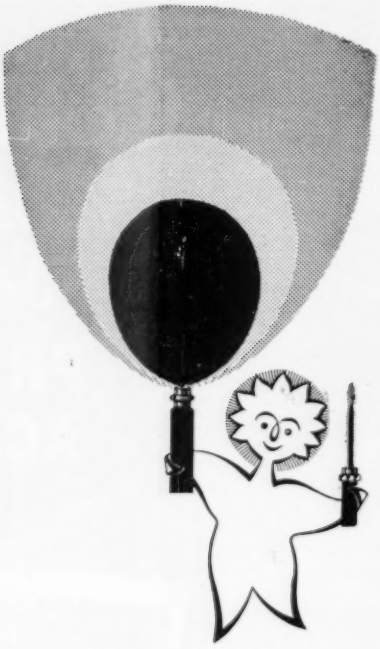

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SEPTEMBER 1954

Personnel Management Welfare and Industrial Equipment

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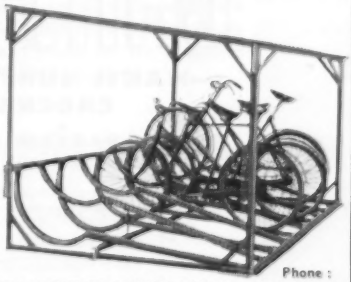

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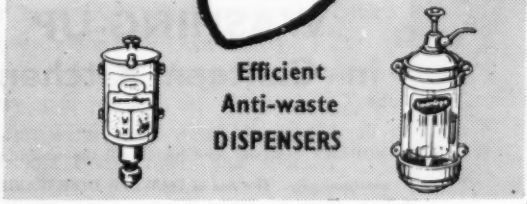

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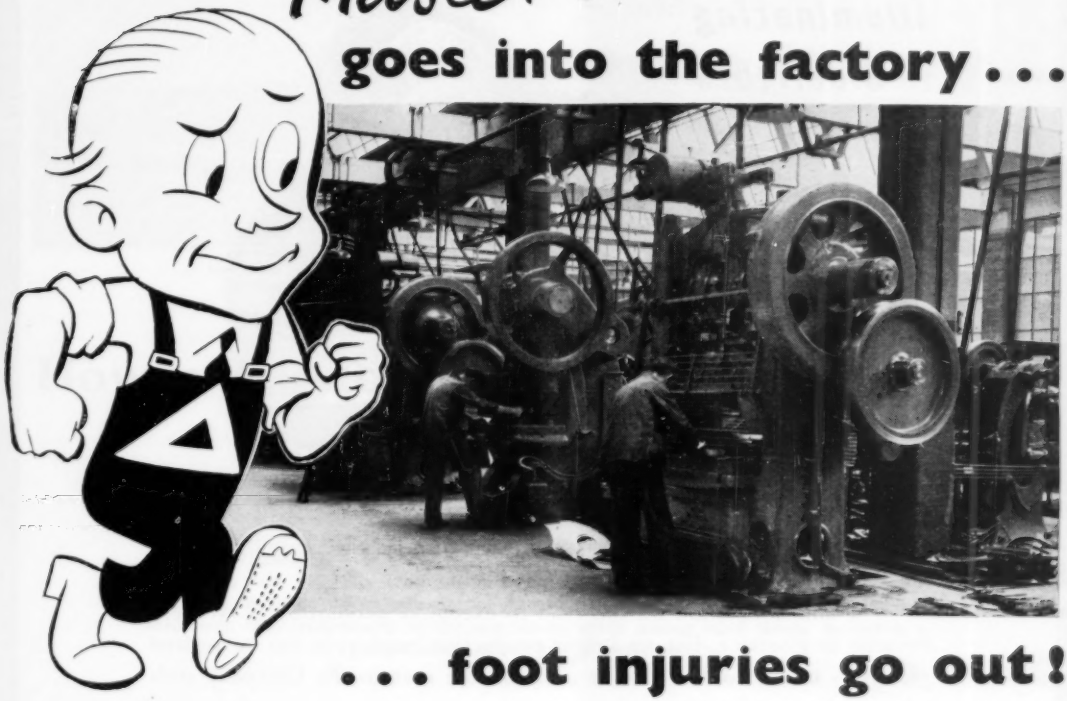

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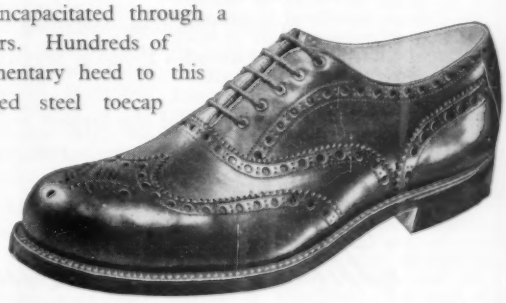

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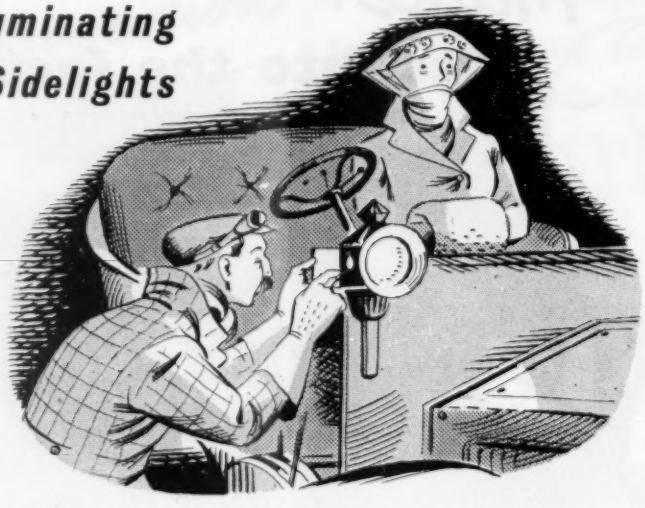

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A southern view of the new factory at Crawley built primarily to be "lived in." Behind the large windows at the corner of the building is the canteen.

How a London Firm and its Employees Moved to a New Town

This is the story of how *W. Edwards & Co. (London) Ltd.* moved from their congested premises at Sydenham to a model factory 30 miles away on the Crawley industrial estate. With them went 90 per cent of their workpeople who were settled in new homes in the area. Yet the move was so planned that the loss in production time was negligible and has been more than compensated by the new set-up which, among other things, has led to a happier, more closely-knit industrial family.

By ROBERT McKINNON

JUST as some 200 years ago people began flocking from the country to the towns in search of the jobs being created by the Industrial Revolution, the second half of this century is likely to witness the process in reverse—that is, a mass exodus of industry from the towns to development areas in the country. For that reason the story of *W. Edwards & Co. (London) Ltd.*, one of the firms in the vanguard of the movement, is of special significance. In January, 1953, the firm and its employees began the job of moving lock, stock and barrel (if that is the proper term in the case of a company making high vacuum equipment) from their old, congested premises at Sydenham, London, S.E.26, to a bright, modern factory in the area set aside by the Crawley Development Corporation as an industrial estate. The firm moved as any family unit and by June this year the transfer was complete; the last of their workers had been settled in new homes at Crawley and the new factory was operating at full efficiency.

The story of how *Edwards & Co.* carried out their move should be of particular interest and value to those firms who visualise having to make a similar shift in the foreseeable future, but first to describe the underlying reasons for decisions of this nature. These are admirably set out in a London County Council pamphlet *Space For Industry* as follows:—

"As the world's largest city, the Commonwealth's premier port, London has offered unrivalled opportunities to industry in the past. A ready market and a plentiful supply of labour, good communications and space to build and expand have been vital attractions. Today, nearly 8½ million people live and work in Greater London's 700 square miles—a fifth of the whole population of England and Wales. National as well as local policy has called a very necessary halt to the outward sprawl of London and there is no space left.

"Every new development, every improvement, every effort to deal with London's problems means pulling down the old and bad before the new can take their place. And in this process homes and jobs must be provided outside London to meet the needs of many thousands of Londoners and so create the space in which to solve the problems of the millions who remain.

"The advantages for those who leave London are no less than for those who remain. The industrialists who move out will find space on cheaper land; space for single-storey buildings and room to expand; a fresh start in new buildings and lower maintenance costs; and higher productivity from employees with new homes in pleasant and healthy surroundings; with their jobs, and all that a country town has to offer, on their doorsteps; no time, money and energy wasted in travelling; no rush hour crowds; and each with every chance of becoming a healthier, happier and more valuable asset to his family and his firm."

What is true of London also applies to many industrial towns in all parts of the United Kingdom.

To organise and control their move, *Edwards & Co.* set up a Crawley General Purposes Committee elected from members of the works and office staff. Chairman of the Committee

When Moving Your Works To a New Town :—

1. *Make it clear to each employee that his job does NOT depend on his agreeing to move.*
2. *Interview each employee personally. Find out what his domestic circumstances are and ask him what type of house he would prefer among those available.*
3. *Work out a system of production priorities and settle key workers first. Then move each department by rota.*
4. *Give your workers ample time to prepare for moving and pay their removal expenses. The outlay will be recouped many times in goodwill earned.*
5. *Plan the whole operation over a period of months if possible so that production can be maintained.*

was Mr. A. J. Herbert, now the firm's personnel manager, who held the specially created post of Re-establishment Officer. Their first duty was to put the situation fair and square to the employees well in advance so that each would have ample time to decide whether or not he wanted to go with the firm and be resettled in a new home at Crawley. *It was also made quite clear that refusal to go to Crawley would not mean dismissal.*

Next, Mr. Herbert saw each employee personally and asked him for his decision. If the employee wished to go, he was then asked about his family circumstances—whether married or single, how many children, dependants and so forth—and what type of house he wanted. In this manner was worked out what percentage of the 500 employees wished to start a new life down at Crawley, after which a system of priorities was drawn up so that key workers would be settled first (though not necessarily in the best houses available). Each department was then to be taken in rotation.

Meanwhile negotiations had been going on with the Crawley Development Corporation, who, upon being informed of the number who wished to be housed, allocated homes accordingly, bearing in mind the type of home the employees had asked for. On Saturday mornings the firm laid on two coaches to take their employees down to Crawley where they were interviewed by Corporation officials and given the chance of selecting their new dwellings.

Their selections made, employees were then given three weeks in which to prepare for their removal, which was carried out by a firm of contractors and paid for by *Edwards & Co.*, who also insured all furniture and effects against damage or loss in transit up to a maximum of £1,000 per home. To make the whole operation easier, Mr. Herbert prepared various forms on which all the relevant information as regards each removal could be set out. One form told the removal men how to get to the employee's old address and to his new one at Crawley, how many were travelling with the van and gave details of any special furnishings to be loaded. Another form was in the nature of a guide sheet for the employee giving advice about packing belongings and setting out in what way the family were legally covered against loss or damage.

Transport Laid On

As already stated, the move proper began in January, 1953, but the factory was still at Sydenham. So as more and more employees moved to Crawley, the firm laid on more and more coaches to transport them to and from work until at one time the number of coaches rose to 12. Then, over a period of six weeks in the autumn of the same year, the departments moved in to their new factory and so the coach scheme operated in reverse—from Sydenham to Crawley and back daily—until all employees who wished to live in Crawley had been settled there. Only four coaches were required, however, during the peak weeks of this service and the last of them was taken off in June this year. Mr. Herbert emphasised strongly the necessity for meticulous timekeeping by these coach services if the proper factory hours were to be worked. Thus, if an employee was too late for his scheduled bus, there was no question of being allowed to board another which was leaving a couple of minutes later in case this led to widespread abuse of the service. If he missed his bus, he had to make his own way to the factory at his own expense.

In this manner, then, a medium-sized firm moved its entire plant and resettled 90 per cent of its labour force in a new town 30 miles away over a period of 18 months with only a few minor interruptions in production. Of the 10 per cent who did not move to Crawley, some 8 per cent travel down and up to the London area daily and only 2 per cent took jobs with other firms. **These figures are very significant as they indicate that the reluctance of the average British worker and his family to tear up his roots and move elsewhere is not so strong as might at first be thought, provided he knows what he is going to and the suggestion is made to him without the slightest hint of coercion.** Indeed, during my talks with the workers, they made it abundantly clear that London was all right, but Crawley was better. In particular they welcomed the fresh greenness of the countryside, the vastly superior housing and also the fact that their

Not a works outing but the coach service from Crawley to the Sydenham works at the end of one of its outward journeys. In the foreground centre is the managing director and founder, Mr. F. D. Edwards.

firm was now a more closely-knit community. It is no idle cliché to say that here the employees have a greater sense of belonging to a specific industrial family than they had in the sprawling anonymity of London.

Summing up the technicalities of the move, Mr. Herbert told me:—

"We had no previous experience of this sort of thing nor any blueprint to work on, but if we had to do it all over again we wouldn't alter a thing. The main thing is to give the workpeople all possible consideration and information about the project, and then pay scrupulous attention to the small details. But you have to be strict on certain matters, such as transport, or chaos will follow very quickly."

And the employees have come to a factory which is a show-piece in its own right, incorporating all the features by which modern industrial design is seeking to take the drudgery and gloom out of the process of earning one's daily bread. As the firm's technical director, Mr. A. S. D. Barrett, told me: "Our new factory has been designed not only for production but to live in."

Built on an 11-acre site with ample room for expansion, Allendale Works, as the factory is called, at present covers an area of 100,000 square feet of which 15,000 are given over to administration, and 85,000 to factory space. There is a car park at the main entrance which faces south and which is bordered by pleasant lawns and flower beds, while the works and goods entry has its own car and cycle parking space and flower beds. The canteen, however, is probably the most outstanding feature. Built on the ground floor, its southern side comprises a line of magnificent french windows opening on to a terrace and lily pond. Inside, not only are all the furnishings and fittings of the most modern design, but the large amount of space between the tables relieves the scene of that sense of congestion which so often spoils a canteen. The building is heated throughout by hot water forced at high pressure through radiant heat panels suspended from the ceiling, a modern form of heating which is extremely effective even in the coldest weather. As regards lighting, the whole building is fitted with tubular fluorescent lights designed to give adequate, shadow-free illumination at bench and machine working height.

Nor do the attempts to brighten up the shop floor begin and end with lighting. Also most conspicuous is the clear open floor area due to the very small number of supports used in the construction of the roof. In conjunction with the large windows and bright decorations, the factory is, indeed, a pleasant place to work in. Again, the question of sound insulation has been thoroughly tackled by the widespread adoption of perforated boards with sound absorbent fibre glass linings to acoustic partitions.

Another feature of Allendale Works is the considerable thought which has been given to the floors. Of special interest is the "granolithic" floor over the main factory area, the concrete bed having been laid in sections with the granolithic screed applied while the bed was still "green" in order to achieve a monolithic effect. The office floors are finished with cork squares laid in chequer fashion, thus combining the advantages of warmth and quietness with a pleasant appearance, while a beech floor was chosen for the canteen as the most suitable covering for the dances and other social functions that are held there from time to time. It can be mentioned in passing that one result of the move to Crawley has been the increase in the numbers attending the social occasions organised by the firm, and for that reason work is also going ahead with all possible speed on the new sports field which will cover about five acres.

Edwards & Co. have always made a point of giving a comparatively large measure of freedom to their workpeople, executives and labour force alike. No rule book is rigidly enforced, the policy having to "try to show by patient example that team spirit voluntarily given in the long run produces the best results." It was this policy plus all absence of enforcement which made the move to Crawley such an outstanding success.

A valuable piece of machinery bound for the new Crawley factory is lowered on to a British Railways' lorry.

One result of the move is a bright new Research Department.

Raising Foremanship Standards—7

Training Committee Confirm Supervisor's Place in Management Team

By THE EDITOR

This is the first of three articles analysing the Report of the M.o.L. Committee of Inquiry on the Training of Supervisors published a few weeks ago. The Report is an important document for industry and sets out from the basic assumption that the supervisor must be regarded as an important member of management. Here we deal with the Committee's findings on existing training facilities.

Committee Chairman, P. H. St. John Wilson, C.B.E.

DESPITE its conclusion that "British industry as a whole is still a long way from realisation of the importance of the subject," the Report of the Ministry of Labour Committee of Inquiry on the Training of Supervisors is an encouraging document. It has been drawn up by men of good sense and perspective and who really know their subject ; and for this reason industry should study their findings and recommendations most carefully. Admitted, as is inevitable with official reports attempting to express exact shades of meaning and bound by terms of reference to take a detached view, there is much verbiage. But there is also much pungency and clear-thinking, the whole Report giving an impression of down-to-earth realism. It advocates no revolutionary ideas on the subject, criticises where it thinks fit and frankly admits whenever the Committee "have been unable to reach a definite decision" on any problem.

Yet, were industry to take no action at all on the Report's findings and recommendations, it would still remain an encouraging document. First, it clears away much cant and muddled thinking. Second, it contains a wealth of information on existing training facilities and methods. **And third, it makes it clear that the foreman or supervisor must be regarded as an important member of the management team.** Progressive firms have for years operated on this assumption, but, nevertheless, there was a need for a definite statement on the matter which could serve as a policy guide for industry as a whole. This statement has now been made and officially sanctioned. A foreman is not simply a worker with some authority: in this day and age he belongs to management.

Supervisor Defined

The Committee's definition of the term *Supervisor* is as follows: "A person in constant control of a definite section of the labour force in an undertaking, exercising it either directly or through subordinates and responsible for this to a higher level *of management*."*

And the Committee's three basic conclusions tie up logically with this definition. These conclusions are :—

1. We must emphasise with all possible force that the main responsibility for the training of supervisors must be accepted by senior management.
2. We wish to emphasise the need for more training related to the day-to-day work of the supervisor and organised in such a manner that the man who is already doing the job can profit by it.
3. The status of the supervisor needs to be examined by industry. His importance as a member of the management team needs to be recognised and re-emphasised.

The Report is in three parts: Survey of Existing Facilities, Comment, and Summary and Conclusions. Part I (which is dealt with in this article) points out that the terms of reference excluded the Committee from making any recommendations on how supervisors should be selected. The Committee rightly stressed, however, that "the selection of the right man for the post of supervisor is of even greater importance than his training." Natural talent could not be imparted, though it could be developed and guided ; it could also be buried.

Also of interest is what the Report has to say on the number of supervisors in Great Britain. Statistics are quoted from the 1951 Census of Population which showed 523,000

* My italics.

males and 41,000 females in the category, "Foremen, Foremen Overlookers, etc." As, however, this group included such designations as "charge hand," "boss," "gaffer" and the like, the Committee thought, though without any secure statistical foundation, that 300,000 was a more likely figure for their purposes. Taking the average working life as 30 years, they estimated that 10,000 new supervisors are needed each year.

The Committee's "guess" is interesting in that it dismisses the claims to supervisorship of nearly half the numbers described as such in one way or another in the Census report. Whether they were justified in so doing is another matter, for all firms do not use the word "supervisor" to describe those who are in fact supervisors. It is eminently possible for a man known traditionally as "the gaffer" to be vested with the same authority and function as a man who rejoices in the more modern term. Here, perhaps, is a problem of language, of communication. At any rate, taking the Report's estimate of 300,000 in relation to the latest M.o.L. estimate of 17,136,000 for the total number in civil employment,* this gives a ratio of just over 57 workpeople for every supervisor in the country.

Very wisely, the Committee did not confine themselves to any precise, academic definition of the term "training," but defined it broadly as any activities, on the job or away from it, "calculated to make a supervisor better at his job." This included T.W.I. programmes, courses at technical colleges, courses run by voluntary organisations, by employers and employers' associations, as well as those run by individual firms or groups of firms.

The inquiry began with what was being done in this matter by industry itself and here the Committee got much useful data from an inquiry conducted by the British Employers' Confederation and from the M.o.L. Personnel Management Advisory Service. Most of the schemes, they found, were of very recent origin—many, indeed, were still in the experimental stage—and few managements were satisfied that they had found a really satisfactory answer to all the problems involved. Each firm had its own method, though in general outline courses had much in common, and the Committee *was* impressed by the amount of interest being shown in supervisory training at this level.

The Report also quotes two significant findings of the Employers' Confederation on the courses run by individual firms which were :—

". . . The emphasis in training tends to differ between process industries and those involving fabrication or assembly, in the former being on acquisition of knowledge of the work to be supervised and the preceding and succeeding operations, and in the latter on supervisory techniques. The greatest change in the training of foremen in recent years has taken place with regard to what are called 'supervisory techniques' and various aspects of human relations, but although this development has occurred over a wide range of industries, it probably still affects only a small minority of firms in most industries."

and

"The training of foremen is generally recognised as essentially a responsibility of the individual firm, and a view widely held is that external training courses, however valuable and helpful, must be regarded as subsidiary to what is undertaken within the firm."

(*Continued on page* 138)

Ronald Ogden.

W. H. Bower.

Dr. C. B. Frisby.

Edwin Fletcher.

* Figures do not include those in professional or financial services or in national or local government service.

The Committee Members

Chairman: **Mr. P. H. St. John Wilson, C.B.E.**, Ministry of Labour and National Service ; **Mr. E. M. Amphlett, M.C.**, British Employers' Confederation ; **Mr. W. H. Bower**, Industrial Welfare Society ; **Mr. David H. Bramley**, Institute of Industrial Supervisors ; **Dr. H. H. Burness, C.B.E., M.C.**, Ministry of Education ; **Mr. C. E. C. Eastman**, British Association for Commercial and Industrial Education ; **Mr. Edwin Fletcher**, Trades Union Congress ; **Dr. C. B. Frisby**, National Institute of Industrial Psychology ; **Mr. F. R. Livock**, Federation of British Industries ; **Mr. A. B. Lowndes**, Institute of Industrial Administration ; **Mr. A. M. Morgan**, Ministry of Labour and National Service ; **Mr. Ronald Ogden**, British Association for Commercial and Industrial Education ; **Mr. F. H. Perkins**, British Institute of Management ; **Miss M. Towy-Evans**, Ministry of Labour and National Service ; **Mr. A. P. Warne**, Association of Supervisors' Discussion Groups ; *Secretary:* **Mr. S. J. Simister**, Ministry of Labour and National Service.

This Firm Takes Welfare Beyond the Factory

By A. W. HUNTER

Welfare at *Aspro Limited* begins with employee but does not end there. In the Borough of Slough its good works on behalf of the old and the needy are well-known and much appreciated. The employees themselves take a very active part in these activities and to date have contributed over £10,000 to various local charities. Here then is an account of the many forms welfare takes in the company and how it has earned an exceptional amount of local goodwill.

THE firms situated in Slough and its environs are many and varied, but of these one of the best known and liked among the local inhabitants is *Aspro Limited*—and this as a result of what may be termed their extra-mural welfare activities. Because of their efforts on behalf of the poor, the sick and the old people in the area, efforts which began with the establishment of the factory there in 1927, the company not only have built up an exceptional amount of goodwill but can also look back with genuine pride and pleasure on past achievements and forward to even greater participation in the community life of the district.

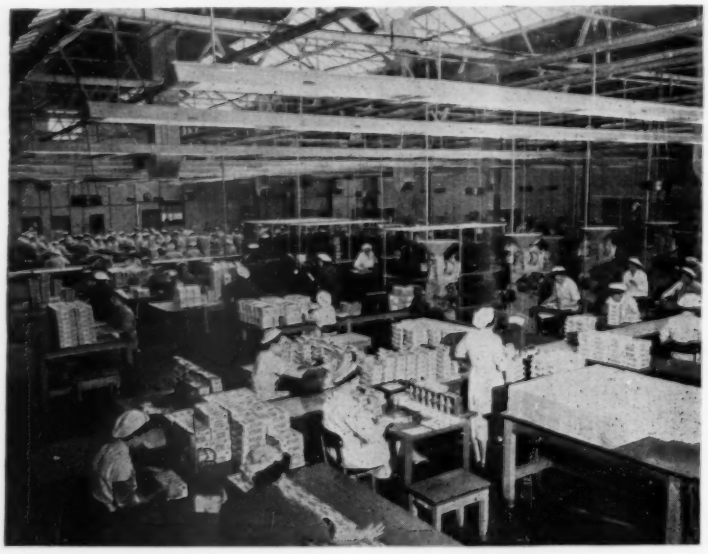
Today, the Aspro organisation is world-wide with factories in four continents and agencies in many countries. The Slough factory, however, which employs about 600 people, mostly girls, is not very large by modern standards so that the firm's popularity here has nothing to do with the fact that the local population are dependent on it for a livelihood. Again, the welfare of the employees comes first. Like in any progressive firm, working conditions are excellent and are backed up by bonus and pension schemes, medical care and full facilities for sport, recreation and cultural activities. But though welfare begins with the employee, *Aspro Ltd.* saw no reason why it should end there. There was the will, the opportunity and the means to take welfare into the Borough of Slough, and, to this end, the Aspro Social Welfare Department was formed.

This Department helps in the care of the blind, the deaf and dumb and figures prominently on the Slough and District Association for Moral Welfare. Through the officer in charge of the Department, Miss D. E. Blundell, the Department is also represented on a number of other committees, including the Slough All Good Causes Committee, the Christmas Gift Fund, and a sub-committee of the National Assistance Board.

The main work of the Department, however, has to do with the welfare of the old people of the Borough. The company also hold an annual Christmas Party for the old people as well as one for some of the poorer children of the district.

Also outstanding has been the work put in by the employees themselves through their Sports and Social Club. **By the beginning of this year no less than £10,000 had been given to local charities through members' own efforts, and now they have formed a Samaritan Fund through which all such donations are made.** Again, there is the work of the firm's own Concert Party, known as the "Aspro Eight," who during the winter months make a practice of going round the hostels and hospitals giving free shows. These are much appreciated, not only for the thought behind it all, but also on account of the high standard of entertainment provided.

These, then, are but some of the many ways in which the company takes its part in the life of the community. The list, however, is by no means exhausted. Mention could be made of the Quiz Programme arranged by the firm to swell Alec Bedser's benefit fund, of the chiropody service laid on for old folk, and of a host of other activities.



Aspro also takes pride in the neat efficiency of its production team

Abroad As Well

Aspro have taken their welfare tradition overseas as well and are always ready to lend a hand wherever possible. Three examples which show the varied nature of such work abroad are (*a*) helping with the job of land reclamation in Egypt by taking part in a tree-planting scheme, (*b*) the provision of medical relief during the

Cyprus earthquake in September, 1953, and (*c*) raising funds for the Indian Prime Minister's Flood Relief Appeal.

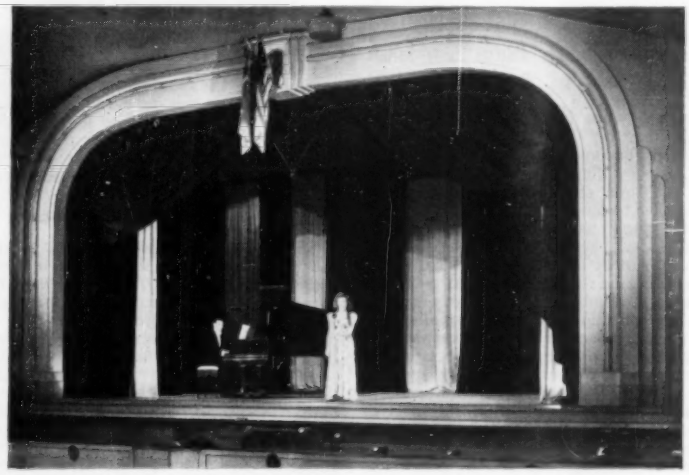
Where employee welfare is concerned, *Aspro Ltd.* takes its place among the best of firms and a symbol of their efforts in this direction is Aspro Hall, the large recreational centre situated in the middle of the Slough factory. The Hall, which can seat several hundred people, is used for any number of activities—plays, concert parties, dances, film shows quiz programmes and the like—and, as often as not, is open to the public as well with whom it has become one of the most popular of local amenities. Adjoining the Hall are the canteen, rest room and squash court, so that the visitor is confronted with the unique effect of a welfare centre cheek by jowl with the production line.

While on unique topics, it is fitting to mention how the company obtains a large proportion of its canteen supplies. For this purpose it develops its own agricultural land a few miles away, and now some 70 per cent of the vegetables and much of the fruit consumed in the canteen come from this source. The farming side of this activity has also done much to raise the standard of food served. Pigs and poultry are reared, the cost of feeding them being met to a large extent by the crops grown on the company's land and by swill from the canteen. As a result, the canteen has been able to supply better, cheaper meals.

Within the Sports and Social Club, all manner of activities are undertaken—football, cricket, tennis, darts, billiards, snooker, bowls, netball, squash, badminton and photography, to name only some. Special mention, however, should be given to the firm's highly-talented Operatic and Dramatic Section whose efforts repeatedly earn such headlines in the local press as "Aspro Revue Is Again A Big Success" or "Aspro Does It Again." Here again is an important facet of the firm's community relations.

Unexpected Reward

The Aspro management stress quite rightly that their efforts on behalf of local people in need are undertaken for the sake of the "thing in itself." Quite unexpectedly, however, these efforts have just been rewarded in the following manner. The firm had long planned to build a new factory on the Bath Road, Slough, adjoining their sports ground, but war broke out before this could be put into effect and all building was suspended. After the war, the local authorities, for technical reasons tied up with the Town and Country Planning Act, decided that no building could be allowed on the proposed site for the new factory. Such, however, is the extent of the local goodwill enjoyed by the firm that it succeeded in getting the authorities to change their minds and in July this year Aspro were given permission to go ahead with their plans. The moral of casting one's bread upon the waters is very old, but new examples never weary.



The Operatic and Dramatic Section give a concert at Aspro Hall.

A Popular Course with Executives

A MEASURE of the success of the Oxford Business Summer School for young executives in industry was the demand for places at the second annual course, for which some 80 British firms applied for the 40 places available.

The Summer School, which is held at Worcester College, Oxford, is organised by a committee representing industrial and academic interests and is assisted by the Oxford University Appointments Committee. Its purpose is to bring together, for a month's intensive study, able and promising young men between the ages of 27 and 33 who are either engaged in executive work or are being trained for it, but who have not yet been placed in higher management posts. The course is designed primarily to instil an appreciation of the rational and analytic approach to management and make minds receptive to new ideas; it does not aim at increasing the student's existing knowledge though this is, in fact, a by-product of the syllabus.

This year four main topics were studied: The Basic Structure of Industry, Management Techniques, Management's Role and Duties, and the Economic Position of the United Kingdom. These topics were broken down into lectures and class and syndicate discussions to which much time was devoted. Students were split into groups of 10 under five tutors, all of them Oxford dons, and all roughly the same age as their pupils. In addition, more than 20 lectures were included in the course, these being divided equally among authorities from the university and from industry, as well as a fair amount of written work.

The School has not yet developed from the experimental stage, but the staff now feel that results to date indicate they are working along the right lines. As for the students, they have all worked with such enthusiasm that it is not being over-optimistic to suggest that the venture may well be the start of a much needed period of co-operation between industry and university.

Blue National Insurance cards expire on Saturday, September 4, and employers and insured persons holding these cards should apply between September 6-11 to their local Pensions and National Insurance offices where they will be exchanged for the new yellow cards.

Accounts for Workers

FOR the second year in succession *Tube Investments, Ltd.* have issued a supplement to accompany the regular news bulletin which they circulate among their employees giving tables to show the company's annual accounts. The firm report that an increasing number of employees seek knowledge of how the firm is faring financially. The supplement has been carefully compiled in order that the presentation of facts is in as simple a form as is consistent with giving all the essential information.

T.W.I. for Food Canners

NINE trainee supervisors at the Sheffield and Worksop factories of *Batchelors Peas, Ltd.*, recently attended a ten-day course of talks and discussions dealing with supervisory problems encountered in the food canning industry. The company conducted talks and discussions which were illustrated by training films, film strips, and visits to all sections and depots of the factory. The course is designed to cover all aspects of company organisation from raw materials, sales, production study and methods, work flow, hygiene and plant sanitation, costing and wages, to general administration. Four complete afternoons were devoted to talks and discussions on the responsibilities of the supervisor ranging from training, discipline, human relations and management liaison to safety and the quality of work. Since the inception of the course, 26 supervisors have attended.

LITTER GLUTTON

Children's Field Day at **Rolls-Royce** sports ground saw the introduction of this novel method of litter disposal. It had a magical effect on the kiddies' sense of tidiness.

Duke Sponsors Empire Industrial Conference

AT a meeting of industrialists and trade unionists convened by the Duke of Edinburgh at Buckingham Palace, plans were discussed for a three-week conference to be held in Britain—probably at Oxford—during July, 1956. To be known as the Duke of Edinburgh's Conference for the Commonwealth and Empire, the conference is designed to bring together representatives from all these countries in order that their knowledge and experience of the human problems of industry in their own lands can be pooled. It is intended that the age of the delegates should normally be between 25 and 40.

Organisation for the conference is being handled by the Industrial Welfare Society who state that the conference will deal with the human factors in industrialisation as a whole: on the one hand the personal factors of the health, satisfaction, effectiveness and well-being of those working in industry, on the other the social problems arising from the effects of industrialisation on the lives of individuals, their families and communities. Much has been done in practice and in the study of these problems, and a pooling of the experience gained under the different conditions of the countries of the Commonwealth and Empire should be of great value to those taking part in the conference. There is no suggestion that there should be consideration and discussion of the formal relationships between employers and trade unions, covering wages, conciliation and arbitration machinery, etc.

It was agreed at the meeting to set up various committees and a small steering committee, under the chairmanship of Sir Harold Fartley, F.R.S., was appointed to co-ordinate the work of these committees.

Coronary Club

MEN often ask "What is going to happen if I give these fellows authority when I am still responsible for what they do?" That is the first step toward becoming a member of the "Coronary Club." You cannot worry all the time about what is going on—you have to have some faith in humanity, some hope, and some charity. When you delegate authority and responsibility, you obviously have to know broadly how the delegated responsibility and authority are being handled. That is, you have to set up informal controls, a formal system of checks, or controllable costs which will enable you to gauge your subordinates' performance. Then, if they do not do a good job, you can withdraw the delegated responsibility and authority or you can try to teach and improve the men under you. Also, you still have "reserve authority"; if things do not go well in your department, you can always overrule your subordinates. (*A.M.A. Conference discussion.*)

Light Dividends

THE beam of publicity has fallen with inadequate intensity on a paper presented to the recent British Electrical Power Convention at Eastbourne. Mr. W. J. Jones, director of the Electric Lamp Manufacturers' Association, discussed the relative cheapness of providing adequate illumination in factories. In passing he mentioned that "for the price of a pair of overalls, 100 sq. ft. of factory space can be lighted for 12 months to a level of 20 lumens/sq. ft."

"Good lighting," he said, "pays for itself over and over again." In one case quoted, a rayon mill improved its lighting, with the result that output increased 10 per cent, which was enough to cover the cost of the lighting improvements 13½ times. Moreover, the weavers who were on piece work earned an average of 3s. 4d. more per loom per week. In another case, the illumination over a lace-making machine was increased from three to seven times, according to the position on the machine. As a result there was an estimated saving of 28 per cent in mending time. ("**Business,**" August 1954.)

M.o.L. on Human Relations

DESIGNED for distribution through trade unions, employers and others, a new leaflet, entitled *Human Relations in Industry*, is being issued by the Ministry of Labour and National Service. At a recent conference to introduce the leaflet, the Parliamentary Secretary to the Ministry (Mr. H. A. Watkinson) stressed the supreme importance of developing human relations in industry with all working together to uphold the standards of living and competitive power of the country. In the Government's view there was nothing more important than human relations if we were to remain prosperous. Based on the conclusions and recommendations of the Sub-Committee of the National Joint Advisory Council, the leaflet states that confidence and mutual respect between management and employees are built on the way in which day-to-day problems are handled over a long period.

Watch Your Feet!

TO encourage factory workers to wear suitable footwear while at work, the *Royal Society for the Prevention of Accidents* is organising a National Industrial Foot Safety Week to take place between October 25-30. Pointing out that one quarter of all industrial accidents caused injury to the feet or toes, the Society state that the accidents are caused by the defective or unsuitable footwear being worn by workers. The aim of the campaign will not be to

One of the campaign posters.

encourage all workers to adopt a particular type of footwear, but rather to encourage the right type for the particular job being done. Special posters and leaflets have been prepared for distribution among workers, and civic heads and Chambers of Commerce throughout the country have been invited to give their support to the campaign.

EUROPEAN MANAGEMENT TO CONFER AT TORQUAY

TO Great Britain this year goes the honour of staging the first European Conference devoted entirely to management topics. The event is being organised by the British Institute of Management at the special request of the European Council of the International Committee for Scientific Management and will take place at Torquay, October 20-23. The Conference will be attended by management authorities from 14 countries and will have as its theme "The Contribution of Management to European Prosperity."

The programme will cover numerous aspects of managerial activity, but in particular how good management can supply the goods and services for a higher standard of living, and how it can raise the standard of human relations throughout industry and, therefore, over a nation as a whole. The Conference will also stress the necessity for formal education and training for the job at whatever level the manager enters, and by whatever ladder he reaches his position.

A distinguished list of speakers of international reputation will include His Excellency Dr. D. U. Stikker, Netherlands Ambassador to the United Kingdom, The Rt. Hon. Harold Macmillan, M.P., Minister for Housing and Local Government, and Monsieur R. Marjolin, the distinguished French economist and Secretary General of O.E.E.C.

White Collar Workers Are Lowest Paid

MANUAL workers earn an average of a pound a week more than adult male clerks who get on an average £9 3s. 6d. a week, but work shorter hours. On the other hand, women clerks earn on an average £6 2s. 6d., which is more than women manual workers earn.

These are two of the interesting conclusions reached in a Report entitled *Clerical Salaries Analysis 1954* published last month by the Office Management Association. The Report reckons that there are about 2¼ million clerks in Great Britain, or just over 10 per cent of the total working population. More than half the women clerks are under 24 years of age, but nearly half the men are over 35. The inequality of pay between men and women clerks varies between 26 to 30 per cent, but men do a higher proportion of the senior work and women of the routine work. In both cases merit and ability rather than long service appear to be the main factors in promotion.

Salaries are higher in the City of London than anywhere else, but they are also fairly high in the south-east of England and in South Wales where clerks in the steel industry get good money. This is also true generally in the metal manufacturing industries. Since 1952 clerical salaries have risen between 7 and 10 per cent—the rough average being about 8½ per cent as in the case of manual workers also. This compared with an increase of 6 per cent in the cost of living over the same period.

The Social Prestige of Management

FOR some time now Lt.-Col. L. F. Urwick, O.B.E., M.C., chairman of management consultants, *Urwick, Orr & Partners Ltd.*, has made no secret of his belief that British management is not nearly as efficient as it could be and that one of the main reasons for this is a peculiar Island snobbery which refuses to recognise management as a profession. Even in this day and age, he claims, "director" is the only title in the business hierarchy carrying a social prestige which business and the outside world has recognised.

Convinced that this prejudice must be eradicated, and eradicated quickly, the Colonel has set forth his views with typical candour and vigour in a booklet entitled "Is Management a Profession ?" Even those who do not agree with him will at least agree that it makes fascinating reading. In short, it is that rare thing nowadays—a first-class piece of pamphleteering in which the author makes it clear that he feels deeply on the subject without allowing his feelings to distort his arguments. He stresses that it is not only for the outside world to overcome its prejudices, but for management to stiffen and improve its requirements for professional qualifications.

From the House Magazines . . .

Double Check

When the Mass Radiography Unit visited the company recently, some 215 employees—140 of them females—took advantage of the opportunity thus provided for the annual "check-up." In addition to the X-ray camera the van also contains a fully fitted dark-room in which all the films are developed in a matter of minutes. As an instance, the last batch of employees were passed through the unit by 11.50 a.m. on the Wednesday, and by 12.15 the film had been prepared for inspection by the doctor in charge. If a negative does not appear to be perfect, an enlargement is made to give an additional check ; then, if the result is still not clear, the person is asked to return for another photograph in order to make absolutely sure that there is no error. **(Clarks Magazine,** 8/54.)

Ex-Servicemen Please Help

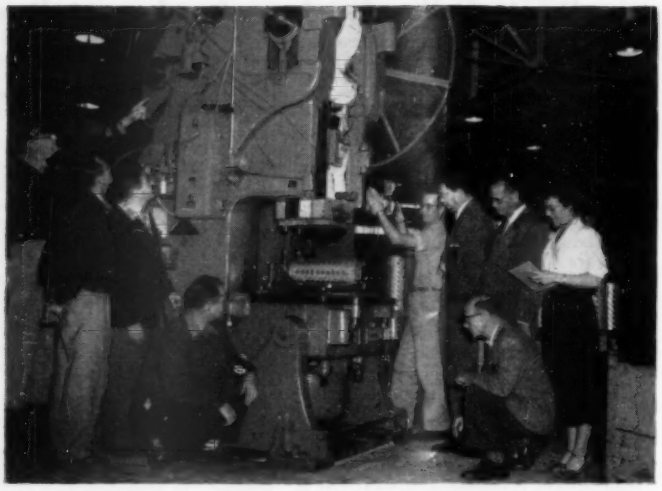
There has been a great deal of talk and speculation about the effect of National Service on the civilian lives of young men. It has been said that the break caused by National Service affects the attitude of some young men towards employment to the extent that it unsettles them both before and after their period of service. It has also been said that the knowledge that National Service is due or has been completed affects the attitude of employers towards the kind of employment they will offer. . . . We would be interested to receive views which any of our ex-National Service men have on this subject. **(The Hallford Magazine,** Summer/54.)

Eager Learners

Every African employed at our Auckland Park factory has the opportunity of continuing his studies at night classes held in the factory compound four times a week. More than a hundred eager students attend the school regularly ; their enthusiasm is amply reflected in the examination results each year. **(Inspan,** 6/54.)

Profitable Thinking

An idea which eliminates a grinding operation on a large range of anti-vibration bolts brings this month's best award of £20 under the Derby Suggestion Scheme. A £10 award is also made for the suggestion of a method of bonding plastic blades to metal roots for use in model compressors. This idea has limited applications at present, but a more substantial award will be made if it becomes possible to use it on production engines. **(Rolls-Royce News,** 14/7/54.)



The Safety Committee of the **American Ryan Aeronautical Co.** check the working habits of a punch press operator and inspect his machine during one of their periodic tours of the plant.

How to Reduce Risks in Power Press Operating

By HENRY ALLEN
Personnel Officer, Pest Control (United Kingdom) Ltd.

Accidents with power presses are now few, says the writer, but when they do occur they are serious. The focal point of safe working is the guard which must be regularly inspected and maintained in first-class condition. The press itself should also be regularly tested, in particular brakes, springs and clamping screws, and the whole machine kept well lubricated.

MOST spectacular and showy of workshop machinery in the typical engineering factory are the power presses ; sinister looking affairs some of them, and much more intimidating than, for instance, the drillers and capstans. Because they were obviously dangerous equipment, power presses came early under the eye of the factory inspectorate and legislation was soon passed on safety techniques for their use, with the result that today the press has been transformed into as safe a working instrument as any in the factory. Accidents with power presses are relatively few ; the trouble is that when they do occur, usually to the profound shame of any reputable management, they are spectacularly tragic and dramatic in content. Fingers are sawn off, hands mutilated, wrists torn and so on.

For all their size and intricacy, power presses present a fairly easy field to the factory manager and his safety officer in his accident prevention methods. Making a power press 100 per cent safe for operation means in effect fitting it with an adequate guard. **From this fact stems the logical inference that to maintain a power press in a perfectly safe condition, maintenance of the guard must be absolutely effective.** An analysis of those accidents which have occurred in connection with power presses in recent years shows that by far the majority arose through a failure to maintain the guards at maximal efficiency. Investigation following a serious injury to an operative shows that, although there was a guard installed, there was some flaw in its mechanism or fitting that allowed a mishap to occur. Such a thing ought never to happen. Accidents will happen in a factory through the human element. They need never happen with the guard element if maintenance and inspection are fully competent.

Regular inspection is the only way of ensuring that a defect is not existing in the guard. Many power presses are called upon to do long runs on one job and it is easy to assume that the guard will be all right. It is an utterly fallacious assumption and, with long runs, a check on the guard every day is advisable. Where short runs are the order of the day, the guard should be tested and checked after every re-setting of the tools, when the job is changed.

Presses will almost all be fitted with a standard type of interlocking guard so that one can generalise to some extent about the essential points to be noted in the routine inspection.

Defects, when they happen, will mainly occur in certain places and in certain ways that are common to guards of this kind. The mechanism which controls the guard, for instance, the device that prevents it from opening during the crankshaft rotation, is one source of potential defect. The roller and disc which are components of the control can wear and become ineffective especially if there has been insufficient lubrication of them.

The mechanical lock which prevents the guard from being opened until the clutch extractor is in the right position for securing disengagement is another key point where there is potential wear and consequent failure of efficiency. If the locking surfaces are rubbed and worn there will inevitably be some release, however slight, of the clutch and there is a possibility that the guard can be opened before the extractor is safely returned to the disengaging position. Worst and most dangerous of all, a worn interlock may mean that the guard is not absolutely closed so that the operative's hand is in a hazardous position when the clutch is engaged.

Another set of circumstances under which the guard gates are not perfectly closed occurs when the arm attachments to the pivot rod controlling the grille on the guard gates are allowed to develop slackness. Any part which is worn, such as a bearing, is dangerous because it means that the press is not perfectly guarded and can function with the guard not 100 per cent closed.

Any hint of slackness in the guard or its fittings and there is at once danger. That is one of the stringent reasons why it is advisable to check all guards on power presses after a resetting of tools. It is almost always necessary, when a retooling up is involved, to disconnect the guard from the interlocking mechanism so that the guard frame can be sufficiently moved out of the way of the toolsetter's sphere of operations. It is essential that when the guard is put into position again that the locking nut is properly tightened, otherwise slackness in movement will probably follow and the guard will not be closed as tightly as it ought, when the clutch is engaged. In connection with these locking devices, it must be remembered that wear on them will always involve the probability of clutch release—a potentially dangerous state of affairs.

Regular, meticulous and thorough inspection of all connections on the guards of power presses is essential. One cannot emphasise this too strongly. The attachments that hold the arms to the shafts need especial attention as they can develop slackness with the result that the taper pin may shear so that an essential link is weakened.

As for the power presses themselves, there is much routine accident prevention method to be rigorously followed here too. If a press is allowed to fall into indifferent condition, it will not only cease to produce efficiently, but it will bring hazards of its own. One of the key points of a press is obviously its brakes, and it is of cardinal importance that these should be kept in perfect condition. And this also involves seeing that they are correctly adjusted.

5 POINTS FOR POWER PRESS SAFETY

1 *Inspect the guard regularly, make sure it is 100 per cent. effective.*

2 *Check the guard every time the tools are reset.*

3 *Pay special attention to the attachments that hold the arms to the shafts.*

4 *See that brakes are correctly adjusted, that the clamping screws are really tight and that the pedal rod and extractor return springs are functioning properly.*

5 *Keep the whole machine well cleaned and lubricated.*

Press repeating, that failure in function which has caused many a nasty accident, is often due to the extractor's failing to return to the disengaged position. It is necessary, then, to find out why that is happening and it may be due to the fact that the pedal rod return spring or the extractor return spring is not functioning.

Adequate and frequent lubrication is the answer to many of the problems of press maintenance. If lubrication is neglected there will be a possibility of seizure on the crankshaft. Another cause of such seizure is when metal fragments penetrate into the flywheel journal.

All clamping screws should be scrupulously tightened, and the good toolsetter should be trained to make this part of his job. If the screws are loose there is the probability of damage to the pitman screw threads, ending ultimately in inadequate holding of the pitman. The clutch mechanism is highly important, too, and any kind of wear on any surfaces means a deterioration in performance and a lapse from absolutely safe working potential.

There is no reason though why expert and routine care of presses and their guards should not eliminate all accident hazard. Presses are powerful and dangerous, but their hazards are clearly defined and they do not throw up the unexpected risk nor suddenly produce behaviour that could not have been anticipated. In that respect the factory manager and the safety officer can cover the press problems—but only by instituting a system of maintenance that is at once comprehensive and thorough.

A New Agent in Dust Control

A NEW dust inhibitor has been developed by *Evode Limited* which is claimed not only to eliminate the dust which is formed continuously from concrete floors but also simultaneously to strengthen such floors and render them waterproof. The inhibitor is known as "Mellitol", a powder, the consistent behaviour of which, as a catalyst, increases the homogeneous quality of concrete both in uniformity and density, and is concentrated to a degree whereby 1 lb. provides full treatment for each 100 lb. of cement.

In the past, say the makers, the problem of keeping down dust from concrete floors has been approached by the use of silicate of soda, but experience has shown that the skin so formed wears off quickly and dust forms again. Their new material, however, is said to transform the soft particles which cause dust into hard, insoluble compounds. These compounds occupy a larger volume than the soft materials from which they were formed, and a densifying action on the concrete provides distinct increase in strength in addition to abrasion resistance.

"The result," it is claimed, "is a hard, strong floor which cannot be worn down by abrasion or vibration to that point where dust would again be generated and one which will stand much heavier wear without danger of crumbling."

The firm have developed special inhibitors both for new and old floors and can be so applied as not to disrupt production for more than a few hours. Further details can be obtained from Clark Matthew Limited, 20, Kensington Church Street, London, W.8.

Claims are shortly to be submitted by trade unions representing some 500,000 civil servants for increases in salary, based on changes which have occurred during the past two years in the official wages index.

Why The Interview Cannot Be Dispensed With

Industry, says DISCUSSION LEADER, needs to know something about a candidate's *effective* intelligence. That is why selection tests are not enough. The potential employer has got to find out how an applicant has *applied* his talents in the conduct of his life. And there is no better way than the personal interview. How, then, in the light of this claim, do you conduct your interviews?

THE number of letters I am continuing to receive from readers on the subject of selection indicates, I think, the concern which industrial managements are feeling about the whole question of finding the most suitable men and women to perform the many and varied tasks of our mechanized age. If you remember, in our June issue many correspondents who had had considerable experience of selecting people for jobs came out pretty firmly in favour of selection tests. All said that these should form an integral part of the selection procedure; some said that these objective tests were the most important part.

Mr. E. V. H. Williams of 281, Hagley Road, Birmingham, entering this discussion with some interesting points from his own experience suggests that we should modify this view a little. He says:—

"I was very interested in your discussion on the interview and group selection tests in this month's issue. I am concerned, among other things, with personnel functions in a large regional office of a sizeable steel company. We use intelligence tests to supplement interviews, but so far not group selection techniques, although I have personal experience of these as a candidate for employment.

"While agreeing with many of the detailed points put forward, I do not think that tests alone can tell more than half the story. A good test performance, in any of the multitude of specific aptitude and ability tests, can give definite indications of personal characteristics. A good performance in a group discussion can give a great deal of information about the social adjustment of the 'performer.' But there may be dozens of reasons for a poor performance in either situation, which it is the interviewer's job to probe. Some reasons may be negligible in their effect on a candidate's suitability, others may virtually act as disqualification, but until investigated they stand solely as question marks, not as positive indication of unsuitability.

"Further, it is important for the reliability of test results that the test should be given properly. I have seen a very badly designed group discussion used as an important selection criterion. Even if such a method is well designed, however, the impressions of the observers are still subjective, and it is by no means certain that they will produce a better total impression of any candidate than may be obtained by two interviewers seeing candidates in succession, amid appropriately relaxed surroundings and in an atmosphere of personal contact and complete confidence.

"Finally, it ought to be remembered that intelligence is still something of an unknown factor. Innate ability is far from being equal to performance. Attitudes, motivation, work surroundings —we all know the extent of this list— are modifying factors of considerable power, and need individual investigation with each candidate."

In fact what we industrialists are interested in is a man's EFFECTIVE intelligence. We can judge this better if we take into account, not only test scores but the way he has applied this intelligence to the conduct of his own life. So we cannot discard the interview.

What about the personality of the interviewer? Well we don't yet know nearly enough about the qualities which make a successful interviewer, but they appear to be very like the qualities of a successful leader. Dr. Vernon, one of our leading experts on this subject, says that the interviewer must have a genuine interest in the candidate and must not be shocked by anything the candidate might say. In fact we need well balanced people to do our interviewing in industry. In an earlier article I said a little about the general principles of good interviewing. Before I outline this planned approach to a successful selection interview, I should like to hear your views on the conduct of a selection interview. Some of you, I know from your letters, have had considerable experience in interviewing. What methods do you adopt?

WOMEN AS SUPERVISORS

The Case of Miss Wilcox

In July we were discussing the difficulties some firms have in finding women supervisors. A rather different angle has been stressed to me by a woman superintendent in a medium sized factory. She describes one forewoman, whom I shall call Miss Wilcox, who joined the firm at the age of 15 and is now 45 years of age and who is becoming a real problem to them. She is feeling very disgruntled and is developing a grudge against the firm because she has been in line for an assistant superintendent's job three times and each time the job has been filled by someone else from outside. This forewoman has then had to "show them the ropes." She took this in good part and did her best for the newcomers. The management say that the reasons for not giving these promotions to Miss Wilcox is that she lacks tact and often upsets people. Miss Wilcox was then given the chance of becoming forewoman in a department where there was a future chance of promotion. After two months she said that she did not like it and that she wanted to go back to her old job. This, however, was now filled by someone else. At the moment, she is just being used on odd jobs and is getting more and more fed up. Can we suggest a solution to this problem?

Like many another human problem we can probably all suggest remedies which might have *prevented* Miss Wilcox from becoming a problem at all. One answer can be found in the work of Elizabeth Livingstone. She has tried to find out by investigating several firms, why women operators are keen to become supervisors in some firms and not in others. Her findings suggest that the important factor is *the way in which the new woman supervisor is treated* by her immediate superior or the works manager. Typical comments from supervisors in a firm where the works manager *himself* took a lot of extra trouble with new supervisors were: "I didn't think I could do it but

Mr. . . . thought I could so I had a go"; and "Yes, I like my job (as a supervisor). I always feel Mr. . . . is there if I need help and he's always ready to see you." Another one said "It's not all that easy, but Mr. . . . said I was doing a good job the other day and that makes a wonderful difference."

If the new woman supervisor is made to feel she is part of a management team, she will not feel the isolation from her old workmates so much. If she is helped to do her job well in the early stages she will gain the confidence to go ahead and do it well on her own. This calls for something more than good supervisory training schemes—important though these are. It calls for the personal attention of the manager himself. One of the functions of a leader is again illustrated here. A leader must *look after* his subordinates—he is the *servant* of his group.

ARE YOU A GOOD INTERVIEWER?

This month DISCUSSION LEADER sums up on the selection test versus interview question, and concludes that, despite modern techniques, the latter is still a vital necessity. But how to get the best out of an interview is another matter, so we welcome readers' views on the topic. As usual we will pay a guinea for all letters published.

We have no evidence that Miss Wilcox was treated in this way. She had received no training for her work. If at the age of 45 she "lacks tact" and upsets people, should not the management either have helped her to overcome this failing in past years or else never have promoted her and put her in a supervisory position in the first place. This is good advice to prevent future problems like that of Miss Wilcox in this firm, but it does not solve the problem of Miss Wilcox herself. Have you any suggestions?

DISCUSSION LEADER

A Neo-Elizabethan

"Gentleman, Public School, ex-Major P.S.C., is tired of this country regarding a man of 48 as senile. He accordingly issues a challenge to any progressive manufacturer to try him out as their representative abroad. Any tough assignment in any fever-laden swamp welcomed and loyal hard-working service given. Four years' war experience India-Burma, Urdu speaking. Twenty years representative and assistant sales manager pre-war. No pension riddled firms but only those with the Drake and Frobisher spirit need apply." (Advertisement in *The London Times*.)

A symposium of views put forward by the main speakers at the recent summer conference of the Industrial Co-Partnership Association.

How to Win Friends and Influence People —in Industry

SOME of the problems of personnel management were well aired, particularly in relation to large-scale enterprises, at the recent 24th summer conference of the Industrial Co-Partnership Association held at Girton College, Cambridge. The general theme of the conference was the effect of size of industrial units on human relations. It was introduced by Mr. William Wallace, chairman of the Association and chairman of *Rowntree & Company*, York, who said there had been little organised research into the subject.

Mr. Wallace thought the best organisation might fail if the spirit through the organisation was not right and this spirit would faithfully reflect the spirit of top management.

Reported by NEVILLE THOMAS

"The keynote will be struck at the top," he claimed, "and its vibrations will be heard all the way down the line of authority. The first essential in winning respect and co-operation is sincerity."

Describing the general working conditions at York, where 10,000 people were employed, Mr. Wallace stressed that it was the attitude, rather than the method, that was crucial. If they had a "happy ship," as he liked to think they had, he could state the formula most briefly, and with a minimum of self-consciousness, if he said that it had its foundation in a policy of basic courtesy to everyone engaged in the enterprise.

A triumvirate of speakers dealt with industrial practice in human relations at the second session of the conference. Mr. Harry H. Payne, chairman of a shoe repairing company employing nearly 800 persons working at 121 separate branches, made it quite clear that personnel management in his organisation stemmed primarily from his own personality. "It is important to win the man when he first comes to your firm," he maintained. Profits were shared, higher wages were paid than anywhere else in the trade and disputes were settled by a committee of nine employees.

The application of the personal approach by management was endorsed by Mr. S. J. Ainsworth, secretary of *Frederick Braby & Company Ltd.*, whose firm employs nearly 3,000 workers and was the first in this country to introduce profit sharing—in 1865. Mr. Ainsworth said his company did not employ personnel officers because they did not need them. The firm's policy was a benevolent paternalism. It was important that directors and managers should not become office-bound, though there could be more personal contact in the small factories than in the larger ones.

As to the effect of the profit-sharing scheme on employees he said it made no impact on individuals under the age of 30. "Human relations come in," he added, "in knowing how to keep young men and in persuading them that, although there may be more money to be earned elsewhere, there is something here that deserves their loyalty."

Belief in the value and importance of informal, rather than formal, consultation was also expressed by Miss Beryl Foyle, joint managing director of *Boxfoldia Ltd.*, which employs nearly 400 persons. "In the pre-war

Conference delegates on the lawn at Girton, with the main speakers in the front row centre.

years," she said, "we tried formally to develop joint consultation and I believe our formal joint consultation was largely a failure. But our informal joint consultation was an outstanding success which we did not, at the time, recognise as joint consultation at all.

"I believe that the development of good industrial relations, and of efficiency, will be in proportion to the degree to which true informal consultation does take place. My experience is that usually top management is willing—in fact, eager—to consult, and that it is at other levels in the organisation that one meets the autocrats. Today, one of the major aspects of management is this maintaining of consultation at all levels."

Mr. R. A. Banks, personnel director of *Imperial Chemical Industries Ltd.*, echoed the views expressed by Mr. William Wallace that it was important to delegate jobs down the line in a large company. But improvements in human relations were bound to be slow if they were to be firm and lasting. "If you have not got good relations you will not get them quickly," he maintained. "It is an historically slow process."

Mr. Banks explained that *I.C.I.* had Central Staff and Labour Departments, both of which were small, and which were responsible for the general pattern of personnel matters. It was partly through the Central Council and the Works Council that it was made clear to the Board how much store employees would set on some kind of profit sharing scheme. Such a scheme had been introduced in May of this year and the Board hoped that it would form a logical development of the progressive personnel policies that the company had followed. It was hoped, too, that it would encourage workers to co-operate in improving efficiency and that it would improve the internal and external relations of the company.

Summing up, Mr. Banks said: "I think our requirement in management that really comes first is the necessity of purpose and straightforward thinking on Christian lines."

"The Impact of Human Relations on Production" was the subject of a paper on which Professor E. Wight Bakke, director of the Labour and Management Centre at Yale University, provoked much interest.

Broadly, Professor Bakke's theme was that the development of human relations in industry had not kept pace with the development of industrial production techniques. To an even greater extent he was concerned to show that it did not match up to the British and American belief in giving each individual every opportunity to express the maximum of his ability and personality. "Organisations do not seem to be concerned with the developing of their people as people."

Must factories, business houses and offices, he asked, be organisations that direct, manage and regiment individuals? Men only co-operated as "whole persons." It was important to discover a way of using a large part of the "whole person," a way of eliciting his energy, because in so

(*Continued on page* 148)

They said at the Conference :—

"*A happy ship has its foundation in a policy of basic courtesy to everyone engaged in the enterprise . . .*" (*Mr. William Wallace, chairman,* ***Rowntree & Co.***)

"*It is important to win the man when he first comes to your firm.*" (*Mr. Harry H. Payne, chairman,* ***H. H. Payne Ltd.,*** *multiple shoe repairers.*)

"*My experience is that usually top management is willing—in fact, eager—to consult, and that it is at other levels in the organisation that one meets the autocrats.*" (*Miss Beryl Foyle, joint managing director,* ***Boxfoldia Ltd.***)

"*Human relations come in, in knowing how to keep young men and in persuading them that, although there may be more money to be earned elsewhere, there is something here that deserves their loyalty.*" (*Mr. S. J. Ainsworth, secretary of* ***Frederick Braby & Co., Ltd.***)

"*If you have not got good relations, you will not get them quickly. It is an historically slow process.*" (*Mr. R. A. Banks, personnel director,* ***Imperial Chemical Industries Ltd.***)

"*The exploited man is the man who is not allowed to use the whole of himself.*" (*Professor E. Wight Bakke, director of Yale University Management and Labour Centre.*)

Labour and Productivity Up in 1953

THANKS to a substantial revival in trade, 1953 was a good year for employment in Great Britain. There were more people at work and fewer unemployed than in the previous year, while there was an increase in overtime worked and a decrease in short-time.

There was a greater increase in production than in employment, so that productivity accordingly increased. The total working population in November, 1953, at 23¼ millions, was the highest ever recorded in peace-time. These are the main conclusions to be drawn from the *Report of the Ministry of Labour and National Service for* 1953 (Cmd. 9207, *H.M.S.O.*, 5s.), published recently.

During the year there was an increase of 238,000 men and women in civil employment—chiefly in the manufacturing industries, building and retail distribution—bringing the total to 22,050,000 workers. Working days lost through industrial disputes totalled 2,169,000, of which 1,050,000 were due to the one-day strike in November in the engineering and shipbuilding industries. But for this strike the number of days lost would have been the lowest since 1941.

Weekly rates of wages rose by about three per cent during the year, compared with six per cent in 1952 and 11 per cent in 1951. Retail prices showed little change, with an increase of about one per cent as compared with six per cent in 1952 and 12 per cent in 1951.

The Employment Exchange Service through its 973 exchanges and 182 other offices placed 2,666,700 men and women in employment during the year. Another branch of the Ministry's service in this sphere—the Technical and Scientific Employment Register — successfully placed 1,785 men and women in posts, 123 of them overseas. The number on the Register at December 7, 1953, was 4,920, of whom 1,264 were unemployed. Through the advisory service provided by the Register, 14,116 interviews were given to employers, registrants or potential registrants.

T.W.I. Progress

Under the scheme for Training Within Industry for Supervisors, 16,753 industrial supervisors received training in Job Instruction, 20,901 in Job Relations and 9,396 in Job Methods. By the end of the year 3,479 organisations were known to have made use of the T.W.I. scheme.

The Ministry's personnel management advisers extended their services during the year to small and medium-sized industrial organisations without specialist personnel officers and to firms of retail distributors. Altogether they paid over 3,000 visits to firms of all types and sizes of which 700 were new contacts. They also organised or initiated training courses and discussion groups, and co-operated in this field with professional bodies such as the British Institute of Management, the Institute of Personnel Management, the Institute of Industrial Administration and the Institution of Works Managers.

Human relations in industry had roused increasing public interest, states the Report, and it was becoming widely recognised that the problem of effective consultation and communication between management and employees was of vital national concern.

Atom Men Meet

NEARLY 800 doctors and scientists from 28 countries attended the recent radio-isotope conference organised by the Atomic Energy Research Establishment, Harwell, and held at Oxford. At an exhibition illustrating research in the medical, industrial and agricultural fields, a number of items of protective equipment for the protection of workers from radio-active contamination were displayed. Also on show were storage equipment for active sources of radio-activity and protective walls of lead and lead-glass.

Wages and Prices

AT the recent quarterly meeting of the National Joint Advisory Council, the Minister of Labour and National Service, Sir Walter Monckton, announced that a statement on the country's economic position, with special reference to prices, wages and profits, is to be prepared by the Ministry of Labour and the Treasury and submitted to the Council. The statement is likely to be primarily a summary of facts without recommendation or expressions of opinion but it may include deductions from the facts which could have a bearing on wage and price policy.

Labour and Production

ACCORDING to the July issue of the *Ministry of Labour Gazette*, industrial disputes lost more working time during the first half of this year than in the corresponding period of 1953. Out of a total of 689,000 working days lost in the first six months of this year, the greatest loss occurred in the coalmining industry. Wage increases in the first half of the year were received by some 7,115,000 workers, amounting to about £2,267,400.

The Central Statistical Office's index number of industrial production (based on 100 points in 1948) is estimated provisionally at 133 for May, 1954. This compares with a revised figure of 125 for the preceding month. The figures for the corresponding months in 1953 were 123 for May and 117 for April. In both years the April figures were influenced by Easter holidays, and that of May, 1953, by Whitsun holidays.

WHAT *COULD* HAPPEN!

This impression of an H-bomb explosion forms the theme of the latest civil defence recruiting poster at **Vauxhall Motors, Ltd.**

Accidents Decline

ACCIDENTS in factories during 1952 were the lowest recorded since the Factories Act, 1937, came into operation, numbering 792 fatal and 176,718 non-fatal. According to the *Annual Report of the Chief Inspector of Factories* (available from *H.M.S.O.*, 6s. 6d.), during the 15 years 1937-52 there was a 25 per cent decline in the accident rate. It is thought that some slight recession in trade in 1952, particularly in textiles, and the 21 per cent drop in accidents in the textile industry on the 1951 figure, may have had some bearing on the improvement.

In two industrial groups—railway and other transport—an increase in accidents occurred. The report acknowledges, however, that the rapid growth of mechanically-propelled vehicles of all kinds has presented factory occupiers with problems calling for careful attention. The report emphasises that if accidents are to be prevented, it is vitally important that the causes be found and subsequently publicised.

Dealing with cleanliness and sanitation in factories, the report states that in larger factories standards of cleanliness are improving, but indicates that much remains to be done in the smaller ones which are "seldom very dirty but rarely clean."

Machine Safety

PUBLISHED recently by the Minister of Labour and National Service, the Dangerous Machines (Training of Young Persons) Order, 1954, prescribes dan-

gerous machines at which a young person must not work unless he is fully instructed as to the dangers arising and the precautions to be observed, and either has received a sufficient training or is under adequate supervision. Replacing an earlier Order it prescribes not only the machines previously mentioned, but lists several additions. This extension is based on statistics maintained by the Chief Inspector of Factories showing that the machines referred to cause a high percentage of accidents among young persons.

APPOINTMENTS

MR. G. S. GRUNWELL, for the past three-and-a-half years personnel officer to *Crompton Parkinson, Ltd.*, at Doncaster, has taken up a new appointment at the firm's head office in London as works training officer.

MR. JACK KEISER, assistant education officer at *Samuel Fox and Co., Ltd.*, steel manufacturers, Stocksbridge, near Sheffield, has been appointed education officer to the *Folland Aircraft Co., Ltd.*, Southampton.

MR. I. S. G. MACKENZIE, since 1949 secretary to the Midlands and East Midlands District Joint Advisory Councils of the British Electricity Authority, has been appointed to the new post of director of labour and welfare of the North West, Merseyside and North Wales Division. In the immediate post-war years Mr. Mackenzie was personnel manager of the Liverpool factory of the *Imperial Tobacco Co., Ltd.*

MR. S. ROBERTS, a director of *Hoover Ltd.*, has been appointed deputy managing director and general sales manager of the company. He succeeds Mr. F. H. Bunn, who has retired after 33 years' service.

IN BRIEF

SINCE recruitment began in November, 1949, a total of 312,376 men and women had joined the Civil Defence Corps by June 30, 1954. Figures for each sex were—men, 144,522 ; women—167,854. According to the latest figures, women are now joining at nearly three times the rate of men, the numbers for the second quarter of this year being respectively 3,970 as against 1,484.

* * *

New pay schemes have been introduced for members of the Civil Defence Corps who suffer injury or disease as a result of their activities in the Corps causing loss of remuneration in their normal private employment. Payment is subject to a maximum of £5 per week for men and £4 for women.

* * *

One of 35 competing Coventry firms, the *Dunlop Rim and Wheel Works*, have been awarded the shield of the Savings Committee Industrial League for the best percentage improvement in members and savings.

* * *

An ostrich feather was the cause of a strike involving 350 African workers at a Durban tobacco factory recently. A worker having stuck the offending feather in his hair during his lunch break, forgot to remove it when he returned to work and was subsequently dismissed. The strikers were threatened with dismissal failing their return to work.

* * *

Over 50,000 business executives from all parts of the United States and a number of foreign countries are expected to participate in more than 400 meetings to be sponsored during the year 1954-55 by the American Management Association. The conference season opens on September 27 with a Personnel Conference in New York.

In an effort to make the catering industry "coffee conscious," canteen equipment manufacturers, *Wm. Page & Co., Ltd.*, have opened a permanent display of *Cona* coffee machines at their London showrooms. The firm point out that some 850,000 overseas visitors are expected in Britain this year and most of them will be coffee critics.

* * *

Some 850 tea representatives from all parts of Great Britain took part in a roast-ox dinner held in London recently to celebrate the half-century of *Lyons* packet tea. Major J. Gluckstein, chairman of *J. Lyons and Co., Ltd.*, presided at the gathering, and the evening was rounded off with a cabaret show.

The Supervisor's Place in Management

(*Report Summary continued from page* 127)

Chief of the Committee's own findings in this sphere were as follows:—

1. The smaller firm naturally finds it harder to organise training courses than the large, but it is of some significance that the managing director in the case of small firms often takes an active part in the discussion groups.
2. Much effort is being made through training schemes to give foremen information about the firm's organisation and policy.
3. Experience seems to have proved that a move away from the classroom atmosphere towards a more informal approach is likely to be more effective, especially in the case of the older supervisor.
4. To some extent the impression is given that training may be regarded rather as an injection or series of injections and that often it may not have much continuing effect because of lack of interest among higher management.

In connection with training facilities available outside the firm, Appendix II of the Report gives a most useful list of technical colleges where courses for supervisors are held. The Report itself mentions the work being done by the trades unions, technical colleges, by voluntary associations such as BACIE, the I.I.S., the Association of Supervisors' Discussion Groups, the I.W.S. and the National Institute of Industrial Psychology, and by adult education centres such as Ashridge, Burton Manor, Pendley Manor, Roffey Park, Urchfont Manor and so forth. Also surveyed are the facilities provided by the Ministry of Labour—the T.W.I. courses and its Staff College at Letchworth, where about 5,000 have received instruction in teaching methods.

Three types of course are available at the technical colleges: part-time evening or day courses spread over one or two years, mostly in preparation for the Institute of Industrial Administration Certificate in Foremanship and Supervision ; short full-time courses of about one month ; and short evening courses of from 6 to 12 lectures in a series. Attendance at all three types at any one time is about 2,800 to 3,000 in England, Scotland and Wales, most of the students already holding positions as foremen. It appears also that, to some extent, their attendance is sponsored or encouraged by their employers.

As regards the T.W.I. scheme, the Employers' Confederation found that many firms were using it, including some who thought that a complete training scheme for foremen was inappropriate but that additional instruction was necessary. Where the small firm was concerned, however, the Committee found the response to the T.W.I. service frankly disappointing—"There are some 50,000 firms each employing between 10 and 500 workers with a total labour force of about 4 million workers, and it has been estimated that only about 1,000 of these smaller firms have so far adopted T.W.I."

Summing up, it is clear from Part I of the Report that present training facilities for foremen are adequate—probably more than adequate—for the existing interest and demand. But if this demand were anything like the Committee thought it should be, then a rapid expansion of all types of courses and facilities would be essential. Next month, we shall be discussing Part II of the Report in which are set out the Committee's views on how supervisor training should be tackled.

(*To be continued*)

An I.C.I. Formula for Staff Catering

By GERALD WARD

No distinction is made between wage and salary earners in this pleasant I.C.I. restaurant at Welwyn Garden City. More than 1,200 lunches are served daily in two sittings, a figure which means that over three-quarters of the total number of employees use the restaurant. Such a high proportion is the best possible tribute to a sound catering policy.

IMPERIAL CHEMICAL INDUSTRIES LTD., when referring to their 100 or so staff catering establishments, use the term "restaurants" and not "canteens." This is no mere euphemism as a visit to the staff restaurant of the Plastics Division at Welwyn Garden City will prove. And a feature of the establishment is that a number of the firm's own products have been incorporated in the general construction and fitting of the building.

Opened in December, 1952, the restaurant, in conformity with the *I.C.I.* catering policy, provides both cafetaria and waitress service with movable screens forming the border between the two sections. No distinction, however, is made between "salaried staff" and "wage-earners" and all using the restaurant are offered a wide choice of meals.

In addition to the main dining hall which caters for 1,200 lunches in two sittings daily, smaller rooms are provided for the senior staff and for visitors. There is ample space in the dining hall for the seating of an additional 200 persons at each lunch shift, while the kitchens can cope with up to 2,000 meals daily should the need arise.

At this stage it is opportune to mention some of the ways in which the firm have incorporated their own ideas and materials into the building. Few firms, admitted, have the resources of *I.C.I.*, but the principle of first finding out whether goods produced within the organisation can be used in the construction of the works canteen is a sound one.

First, then, to the colour schemes in the restaurant. These were devised by the Colour Advisory Council of *I.C.I.* Paints Division with the object of making each room as restful as possible. At the same time, each room has its own colour scheme of some contemporary pastel design, while the kitchens are half-tiled in an egg-shell finish cream with pale green walls above.

Blue and white P.V.C. tiles cover the floors of the dining-room and grey and white tiles the restaurant foyer; since their installation these have worn remarkably well—in fact, they are said to be almost indestructible. The oak tables in the dining hall are a legacy from the canteen which earlier served the catering needs of Head Office at Welwyn during the war. These tables have since been polished over with a phenolic resin varnish to produce a good and serviceable surface. E.S.A. stacking chairs with wooden seats and backs and light alloy cast frames go with the tables. Again, many of the company's own materials were used in the construction of the restaurant foyer in which a bar has been provided for the use of employees during the lunch break. There is another bar, on the west side of the building, for senior staff and visitors.

The restaurant is built on a site adjoining the office buildings and is attractively encompassed by garden paths and colourful flowerbeds. Its entrance faces south, stores and larders being ideally situated in the cool of the north side of the building. Light and airy kitchens have been so designed as to afford an easy flow of goods from the central receiving point through the stores and preparation

General view of the main restaurant showing the spacious attractive layout which is one reason why it is so well patronised.

rooms into the kitchen and thence to the serveries. The kitchens and stores together cover an area almost equal to that of the dining hall.

Steam for space heating and for cooking is generated in a boiler house situated on the east side of the building. Meat is purchased in carcase form and butchered on the premises. Vegetables are as far as possible purchased daily to ensure freshness. The preparation rooms are situated away from the kitchens so that only clean food finds its way to the cooking ranges.

Erected in *Hills Presweld Construction* material, the building has an insulated roof composed of woodwool underlining, concrete units vermiculite screeded and covered with roofing felt. The walls comprise steel columns at 8 ft. 3 in. centres with external precast concrete cladding with a Derbyshire spar finish. Most of the kitchen equipment was supplied and installed by *Benham & Sons, Ltd.*, to the requirements and layout decided upon by *I.C.I.* Catering Section.

An independent canopy has been placed over each group of kitchen equipment to carry away cooking odours. Each canopy has a separate exhaust fan and motor. Ventilating fans have also been installed. Incorporating a steam coil and electric fan, these function on the basis of sucking in cold air from outside, warming it and circulating it throughout the kitchen.

Liberal use has been made throughout the restaurant of plastic materials, and "Perspex" has been used for the lighting troughs. Designed by the Plastics Division to be attractive as well as functional, each trough contains two 150-watt lamps. At the west side of the hall an excellent stage has been built and here the lighting system boasts quite a professional flavour.

The standard company price of 1s. 9½d. is charged for a full three-course meal. Although from time-to-time special meals are put on at economic prices, quality and variety are two important considerations of which the canteen manager, Mr. R. A. McCafferty, is ever mindful. Some 75-80 per cent of employees are making full use of staff restaurant meals, and it is interesting to note that very many of these persons are within travelling distance of home during lunch time.

Mr. McCafferty, who was during the war a senior instructor in the Army Catering Corps, has a total staff of 51, comprising : chef and second chef ; 12 kitchen staff (cooks and assistants) ; 14 waitresses (who are also responsible for the six tea rounds operated) ; 10 counterhands ; five cleaners ; two barmen ; a storekeeper ; three clerks; and two kitchen porters.

Considerable attention has been devoted to the operation of tea rounds. Cups and saucers are taken round separately on a specially devised wagon from which a vast number of cups are suspended by hooks. This wagon is very compact and its manœuvrability suits it ideally to the round it is designed to serve. The T.S.E. tea urn also mounts a self-contained trolley, and is fitted with a special milk dispenser which doses milk and tea together in measured quantities.

CANTEEN ADVICE BUREAU

This is a special service run by this journal in the interests of efficient industrial catering. All readers with a canteen problem or query are invited to send these to the editor. They will be answered by L. Banham, A.R.San.I., A.M.H.C.I., an expert in this field, and a selection printed in each issue.

Ceiling Washes

In the July issue, Mr. Banham suggests that ceilings should be treated twice a year with an absorbent colour wash. Would he kindly help us by saying what particular wash he recommends ? (W.E., Belfast.)

In offering this advice it is assumed that the ceiling in question is of plaster and lath or of plaster-board, for these types of ceilings are said to "breathe" thereby absorbing a certain degree of moisture and reducing humidity and condensation. If the ceiling is painted then an impervious surface results which inhibits the capacity of the plaster to deal with the excess moisture in the way of steam. It is generally agreed that the best finish for the ceiling is an absorbent colour-wash that can easily be removed by application with a brush and warm water and renewed at least twice a year. *A soft, non-washable distemper* should be bought and used in accordance with the maker's instructions. It is important to remember that all existing distemper should be removed before applying a renewal coating. In choosing a suitable colour it is well to bear in mind the reflective power of the lighter colours, in particular white.

There are many non-washable distempers on the market all of which are good. Bearing this in mind, *Cebino* Ceilingwhite is my choice.

Reconstituting Milk

We have bought a quantity of dried milk powder and find that we have difficulty in reconstituting it. Why should this be ? (A.S., Wanstead.)

I am assuming that you have got some of the Ministry of Food stock in 21 lb. tins. These tins are sealed and the contents are usually in good state. So long as the lid is kept on the tin, the milk powder will not lump together. Should it do so, however, then the powder should be rubbed through a sieve before use. For reconstitution it is advisable that the water should be about 140° F. for this temperature gets the best and most speedy mix. It should be remembered in cooking that reconstituted milk should not be overboiled or it will readily boil out of solution producing a curdled effect. It is not always necessary to reconstitute milk for the powder might be added in the dry state to certain pudding mixes and the water added later. In batters, for example, the powder can be added with the flour.

Marble Slabs

Is it necessary to have a marble slab in the kitchen and, if so, should it be white or black marble ? (E.H., Wembley.)

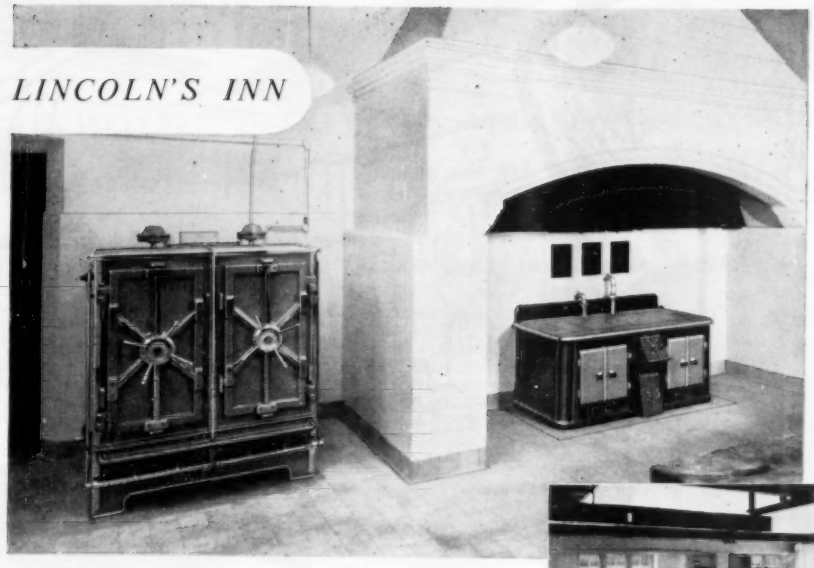
Marble slabs were common enough in kitchens before the introduction of laminated plastic table tops. There are two kinds of marble commonly met with and these are the Belgian black and the Sicilian white. The marble slab because of its flat and level surface has been mainly in favour for pastry work since it has the added feature of being cool. The modern laminated plastic table top has the same glossy surface and is impervious to water, which is not entirely true in the case of marble which is liable to decay through ice being allowed to form in its pores when kept in cold rooms.

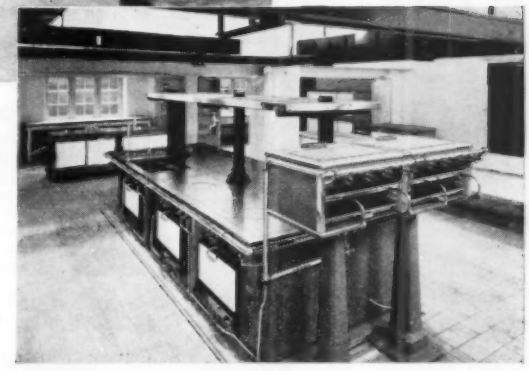
Bottling Faults

Recently we have bottled some fruit using the water bath method and find that the fruit has risen in the jars and in some cases is turning dark at the tops of the jars. Why is this ? (A.L., Grimsby.)

AMONGST the causes of fruit rising in the jars when bottled is using too heavy a syrup ; that is, more than 4-8 ounces of sugar to each pint of water according to the kind of fruit. Other causes are packing the fruit too loosely in the jars or overheating during the processing. Reasons for the fruit turning black at the top of the jar include insufficient water to cover the tops of the jars during processing and also that of boiling rather than simmering during the processing. It would appear that in your case the trouble is one of over-heating. However, even if the fruit has risen its keeping quality is unimpaired and in the case of the darkened portions these can be removed.

LINCOLN'S INN





Carron

preferred again . . . .

The old vaulted kitchens of New Hall, Lincoln's Inn have been equipped with modern gas-heated cooking apparatus by Carron Company. The Honourable Society—in company with leading hotels and restaurants throughout the country, choose Carron for performance, reliability and economy.

In the top photograph of the kitchens of New Hall, Lincoln's Inn, may be seen Carron Gas-heated Steaming Ovens with stainless steel interiors and steam-tight doors and a Carron "Restaurateur" solid fuel range.

In the lower illustration is seen the Carron six-oven Gas-heated Central range. At the end of the range is a Carron double-compartment Gas Grill. A Carron Gas-heated Hot Closet was also supplied.

Please ask for details of the Carron range of cooking equipment for hotels, restaurants and canteens.

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THE CHEF KNOWS that his job in the kitchens calls for Hi-Dri Paper Towels . . . the *easiest, quickest* and *cleanest* he can use. Hi-Dri washroom service gives a clean towel for *every dry*. Just take, use, destroy. All over in a second or two. No queueing, no waiting, no wasted man-hours ticking away. No laundry bills—but a clean bill of health . . . Hi-Dri Sales Service too. Dispenser cabinets supplied free on loan. Personal attention ; Hi-Dri representatives call on request.

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New Industrial Equipment

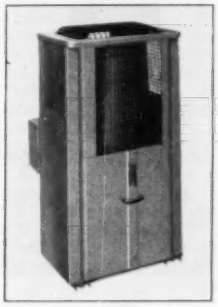
EXECUTIVES' SURVEY OF AIDS TO INCREASED PRODUCTION

Readers who wish to know the suppliers of any of the products referred to in this section are asked to write to the Editor, quoting the reference number which appears at the end of the paragraph. We are always glad to consider for publication descriptions — preferably accompanied by an illustration suitable for reproduction — of new products.

Heating

ADJUSTABLE WARMTH

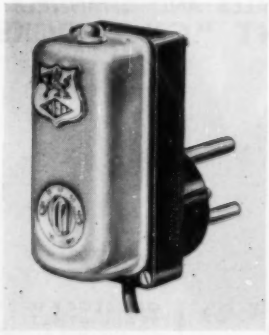
THIS new space heater with a maximum paraffin consumption of 3½ pints per hour can be adjusted to give an output ranging from 10,000 to 50,000 BTU/hr., and, say the makers, is suitable for heating up to 15,000 cu. ft. It is



supplied complete with 4-imperial-gallon tank and separate 2-gallon tank for easy filling. It is fitted with automatic float level control, valve gear and draught regulator on the adjustable flue outlet. Its measurements are height 44 in., width 24 in., depth 25 in., and its net weight 105 lb. **(PM 823.)**

TEMPERATURE CONTROLLER

THIS thermostat, claim the makers, is designed for the electrical control of temperatures in rooms and offices, etc., incorporating a double acting micro switch. It is built on a heavy moulded plastic base, and a metal cover encloses the mechanism. It is capable of switching loads up to 15 amps. A.C. non-inductive at up to 250 volts, but on D.C. the instrument is suitable for relay circuits only. The cover is finished in stove-enamelled ivory or brown, and the whole is mounted on a walnut plastic base with polished chromium fittings, 4¼ in. by 2 in. by 2 in. in size. **(PM 824.)**

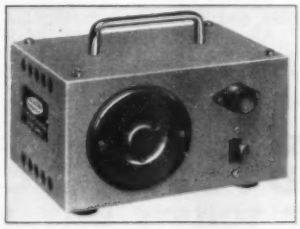


Safety

ELECTRICAL TESTER

THIS unit is a safety device for rapidly testing the earth conductor efficiency of portable electric tools. Storekeepers can check the earthing systems of all portable electric tools before issue and in this way faulty tools can be set aside for servicing before serious injury or damage can occur; semi-skilled workmen can ascertain for themselves, at any time, that their appliance, associate lead and plug are in a thoroughly serviceable condition.

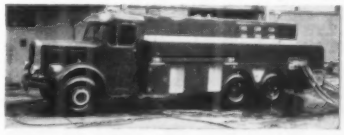
The test unit is connected to A.C. mains supply, 220-250 volts, 50 c/s, and



the tool to be tested is plugged into the 15 amp. three-pin socket on the front panel, and with the body of the tool pressed against the instrument's handle the panel-switch is then depressed. In this arrangement a high current at low voltage flows through the earth conductor and associate plug which, if satisfactory, withstands the current flow and lights the "PASS" lamp on the front panel. If the earthing system is faulty then the lamp will not light. Therefore, should the lamp itself fail it is impossible for the tool, faulty or otherwise, to be passed as safe. The unit is contained in a robust case with steel carrying handle; weight 12½ lb.; dimensions 8 in. by 7 in. by 6½ in. **(PM 825.)**

OIL FIRE-FIGHTER

HIGHLIGHTED in a recent demonstration held before a party of British and European technicians was a new fire-fighting tender, having a claimed foam output of 10,000 gallons per minute and an initial total output amounting to 180,000 gallons per minute without replenishment of foam compound. Designed for overseas service with an oil company, the tender carries a bulk supply



of 650 gallons of foam-making compound, foam generation being effected by two 700/900 g.p.m. two-stage turbine pumps, each powered by a 160 b.h.p. petrol engine. Foam is infused into the water line by means of built-in inductors. Water at 100 p.s.i. can be discharged at 1,960 g.p.m. The tender is also designed to feed a pre-mix solution of foam compound and water to the fixed branch-pipes on the side of the storage tanks. **(PM 826.)**

NEW P.V.C. GLOVES

THIS new glove, say the makers, is of special interest to all aircraft, cycle, electrical appliance, motor car manufacturers and light engineering concerns. It is a new red P.V.C. fabric supported lightweight type glove and is claimed to

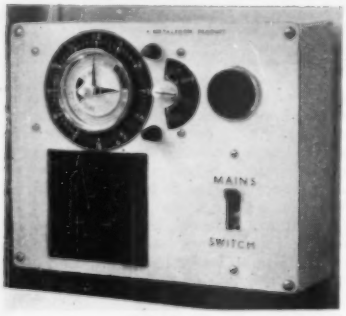
have up to fifteen times longer life than the industrial cotton and lightweight leather glove which it replaces. It is 11 in. long and is available in a range of hand sizes, having a gauntlet cuff which fits neatly over the wearer's sleeves.

Special features include an increased flexibility and sensitivity of touch permitting the fast manipulation and assembly of small parts. In addition, the tough seamless P.V.C. coating does not absorb oil and dirt, is easy to clean and will not fray or burst at the lining seams. In view of the lightweight P.V.C. coating, however, it is not generally recommended for the handling of corrosive chemicals. **(PM/827.)**

Canteen

AUTOMATIC COOKING

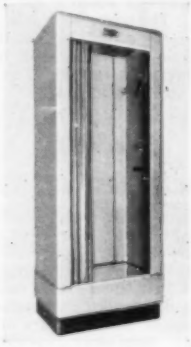
THIS new time control unit, which can be pre-set to enable an electric cooker to operate automatically within 12 hours of setting, is said to be very useful in the small canteen, where the cook has one or two jobs. This unit incorporates an electric clock and a time switch mechanism which are housed in a brown and cream stove-enamelled box for either flush or surface wall mounting. When not required, the timing mechanism can be cut out and the cooker controlled in the usual way by means of an isolated switch fitted to the unit. A red signal lamp is illuminated when the cooker is in use. A useful additional feature is a 13-amp. socked outlet with a fused switch plug for an electric kettle or other appliance, and the unit can also be adapted for use with an electric fire, immersion heater, or other similar electrical appliance. **(PM/828.)**



Welfare

HANDY SHOWER

THIS improved shower cabinet, say the makers, combines the advantages of being completely self-contained with that of an amazingly small water consumption. Other features are instantaneous choice of water temperature,

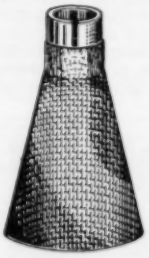


adjustable shoulder-height spray, and splash-proof, self-closing curtain. The cabinet's dimensions are height 81 in., width 31 in., depth 27 in., the whole weighing no more than 1 cwt. It is constructed of strong sheet aluminium, bolted together to ease dismantling and assembly, and its base is in finished black steel. All inside fittings are heavily chromium plated while the finish comprises two coats stove-enamelled cream. Also included is a host of accessories such as black moulded handrail, removable soap tray, plastic curtain, towel hook and so forth. The cabinet can be fitted up anywhere to connect with existing services. **(PM/829.)**

Efficiency Aids

PAINT SMOOTHLY

A NEW paint strainer, which is scientifically designed and manufactured from a fine mesh brass screen, has recently come on to the market. It is suitable for use with all types of syphon

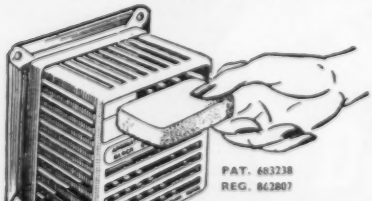


feed and internal mix pressure feed spray guns with material tubes $\frac{3}{8}$ in. outside diameter. This strainer automatically strains while spraying and eliminates clogging. The makers claim it will last indefinitely and will clean itself during routine cleaning of the spray gun. **(PM/830.)**

SOLDERING MADE EASY

THIS new 6 kW. induction heater, say the makers, has been designed to become a standard production tool in all workshops up and down the country and is claimed to be the simplest, fastest and most reliable tool of its type ever designed. It has ample heat reserve for almost all brazing and soldering operations and, with its deep-cast worktable, can quickly change over to shrinking on,

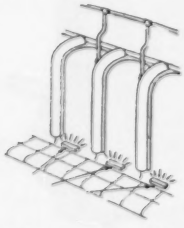
THE MOST EFFECTIVE METHOD!!
SOLID DISINFECTANTS
DISINFECT TOILETS DAY & NIGHT
FOR ALL TOILETS AND CLOAKROOMS
AIR PURIFIER TABLETS
FOR GENTS' STALLS AND CHANNELS
DISINFECTANT "G" BLOCKS



PRICES OF

AIR PURIFIER TABLETS		G-BLOCKS FOR STALLS	
2 Doz. -	35/-	3 Doz. -	28/-
6 Doz. -	68/-	6 Doz. -	55/-
1 Gross -	130/-	1 Gross -	105/-

CARRIAGE PAID



HOLDER—PRICE 4/6 EACH

SLIP TABLET INTO APERTURE—CANNOT BE REMOVED OR STOLEN

AROMATIC DISINFECTANT BLOCK CO. LTD
9 AUGUSTUS ROAD, LONDON, S.W. 19

ONE BLOCK IN EACH STALL—THEY NEED NO FURTHER ATTENTION

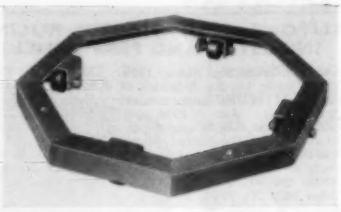
through heating and small hardening or melting jobs. The smoothly variable heat output control, it is claimed, gives

a 20:1 range with any heating coil the operator uses.

The same firm have also produced a new small 1 kW. output induction heating equipment for heating electrodes in vacuum tubes of all types. This equipment is fitted with two 10-ft. flexible leads with a push-button on each, either of which brings the R.F. power on to the lead concerned. **(PM 831.)**

EASY MOVING

THIS new bogie truck is a small device which can carry loads up to 700 lb. in weight. It is octagonal in design and is fitted with four double ball-bearing wheels, and when loaded the truck revolves freely on the centre wheels being extremely mobile. It is low in height, easy to load, can be permanently screwed



to the bottom of bins, etc. The dimensions are 19½ in. by 19 in. by 2¼ in., and the whole weight is 11 lb. **(PM 832.)**

INDUSTRIAL SKATES

THESE skates have been specially developed for the task of moving heavy machinery in the factory or warehouse, their design ensuring that the weight is evenly distributed over the rollers so that only a relatively slight effort is needed to set the load in motion. Measuring 8 in. by 4 in. by 2½ in. and weighing only 9 lb., the skate resembles the track of a miniature tank and friction is further reduced by the fact that each roller revolves in a planetary motion. They can be used singly, in pairs or in any number and, say the makers, will carry loads of up to 20 tons per trolley. A larger, 25 lb. model is also available with a capacity of 40 tons.

To place the skates in position, the load is elevated by jacks or other normal means. It is important to ensure that the load does not rest on the rollers and, where two skates are used in tandem, two angle-iron cross-bars (supplied with the skates) are inserted into slots. **(PM 833.)**

New Repair Service

A MANCHESTER firm recently introduced a repair service for P.V.C. protective clothing, the repair process being based essentially on a "welding" technique. From past experience, say the firm, this can reduce annual costs for protective clothing by 50 per cent. Some samples of charges are—gloves, 3d. per patch plus 3d. per pair for cleaning; garments and tarpaulins—3d. per inch plus a nominal charge for cleaning. Carriage charges are extra. The address of the firm can be obtained by writing to the Editor of this journal.

To get the man
you need

Place a timely advertisement in the classified columns of the DAILY HERALD.

Employers all over the country use this medium for finding skilled replacements for every trade and craft. Why? Because of the 5,400,000 readers of this newspaper MORE THAN HALF are skilled workers. The following are typical DAILY HERALD reader groups:—

Manufacturing and Industry	1,060,000
Building and Engineering	580,000
Commerce, Finance and Professions	390,000
Mining and Quarrying	280,000
Transport and Communications	270,000
Distributive Trades	250,000

The swiftest and most economical way to secure new staff is to advertise for them in the classified advertisement columns of the

DAILY HERALD

Rate 15/- per line. Communications should be addressed to Classified Advertisement Manager, "Daily Herald," Acre House, Long Acre, London, W.C.2. Temple Bar 1200, Extensions 454 and 466.

Summary of Official Publications

READERS' GUIDE TO ACTS, STATUTORY ORDERS, NEW RULINGS AND AWARDS CONCERNING INDUSTRY AND PERSONNEL

STATUTORY INSTRUMENTS

No. 878. The Retail Food Trades Wages Council (Scotland) Wages Regulation (Amendment) Order, 1954. Dated June 28, 1954, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (*a*). *H.M.S.O.* 2d. (Amends Order R.F.C.S. 13, by altering the weekly remuneration payable to certain workers in relation to whom the Council operates.) Operative from July 16, 1954.

No. 921. The Dangerous Machines (Training of Young Persons) Order, 1954. Dated July 3, 1954, made by the Minister of Labour and National Service under Section 21 of the Factories Act, 1937 (*a*). *H.M.S.O.* 2d. (Prescribes a number of dangerous machines at which a young person must not work unless he is fully instructed as to the dangers arising and the precautions to be observed, and either has received a sufficient training or is under adequate supervision.) Operative from August 1, 1954.

No. 926. The Retail Bespoke Tailoring Wages Council (England and Wales) Wages Regulation (Amendment) Order, 1954. Dated July 9, 1954, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (*a*). *H.M.S.O.* 3d. (Amends Order R.B. 42 by increasing the statutory minimum remuneration fixed by that Order and omitting the provisions relating to workers whose training has been interrupted by war service.) Operative from July 23, 1954.

No. 939. The Dressmaking and Women's Light Clothing Wages Council (Scotland) Wages Regulation (Amendment) Order, 1954. Dated July 12, 1954, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (*a*) *H.M.S.O.* 3d. (Amends Orders W.D.S. 52 and 59, by increasing the statutory minimum remuneration fixed by those Orders for workers other than females employed in the retail branch of the trade. It also repeats without alteration the general minimum time rates for female workers in the retail branch of the trade and the definition of a learner obtained in Order W.D.S. 59 which is revoked.) Operative from July 26, 1954.

No. 940. The Jute Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1954. Dated July 12, 1954, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (*a*) *H.M.S.O.* 4d. (Amends Order J.86, as amended by Order J.90, by increasing the statutory minimum remuneration fixed by those Orders; Order J.90 is revoked.) Operative from July 26, 1954.

No. 975. The Made-up Textiles Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1954. Dated July 20, 1954, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (*a*). *H.M.S.O.* 3d. (Amends Order MT.38, by increasing the statutory minimum remuneration fixed by that Order.) Operative from August 4, 1954.

No. 965. The Teachers Superannuation (National Service) Amending Rules, 1954. Dated July 19, 1954, made by the Minister of Education under Section 1 of the Superannuation (Miscellaneous Provisions) Act, 1948 (*a*). *H.M.S.O.* 2d. (Reduces the rate of contribution from 6¼ per cent in respect of the period of national service of a teacher who, immediately before he enters upon such service, is employed in contributory service under the Accepted Schools Scheme.) Operative from July 26, 1954.

No. 970. The Coal Industry (Superannuation Scheme) (Winding Up, No. 7) Regulations, 1954. Dated July 19, 1954, made by the Minister of Fuel and Power under Section 37 of the Coal Industry Nationalisation Act, 1946 (*a*). *H.M.S.O.* 3d. (Provides for the winding up of the National Coal Board's part of the superannuation fund of the West Yorkshire Colliery Staffs, Mutual Benefit Society. Assets and outstanding liabilities pass to the trustees of the principal superannuation scheme of the National Coal Board; and surplus after discharge of these liabilities is to be applied for the purposes of that scheme.) Operative from July 31, 1954.

INDUSTRIAL DISPUTES TRIBUNAL AWARDS

No. 555. Rates of Wages of Transport Workers Employed by a Departmental Store in London. Claim: For an increase of 5s. per week for transport drivers and van porters. **Award**: The Tribunal find that the Company have at no time been, nor are they at present, bound by any agreement between certain Central London stores and the Transport and General Workers' Union, and they accept the Company's contention that they have given no undertaking to apply the terms of any agreement between these parties to their transport workers either now or in the future. They find that on the present application and without prejudice to the future the minimum rates of wages agreed upon between the Company and the Union in July, 1953, namely, 136s. per week for drivers of vehicles carrying up to 2 tons, 142s. per week for drivers of vehicles carrying over 2 tons, and 130s. per week for van porters, shall be increased by 5s. per week. (25/6/54.)

No. 556. Rate of Payment for Working on Sundays and Bank Holidays to Enquiry Clerks Employed at the Folkestone and Dover Offices of the East Kent Road Car Company. Claim: For payment at the rate of time-and-a-half for working on Sundays and Bank Holidays. **Award**: Claim not established. (25/6/54.)

No. 557. Rates of Wages of Certain Workers Employed in the Roofing Felt Manufacturing Industry. Claim: For a substantial increase in wages. **Award**: That the minimum basic rates of wages for adult male workers shall be as follows: London area (within a radius of 15 miles from Charing Cross), 2s. 11½d. per hour; Rest of England, Scotland and Wales, 2s. 10d. per hour. (30/6/54.)

No. 558. Remuneration of Certain Workers Employed by an Engineering Firm at York. Claim: That the rates paid to the workers covered by the reference should be classified as consolidated rates. **Award**: Claim not established. (1/7/54.)

No. 559. Remuneration of Agents Employed by the Liverpool Victoria Friendly Society. Claim: For a cost of living bonus. **Award**: Claim not established. (5/7/54.)

No. 560. Premium Payments to Crews of Launches of the Tyne Pilotage Authority for Overtime, Week-end Working and Work on Statutory Holidays. Claim: For enhanced rates of pay for overtime, week-end working and work on statutory holidays. **Award**: The Tribunal award that work performed on Good Friday and Christmas Day shall be paid for at the rate of double time and work performed on other statutory holidays at the rate of time-and-one-half. In other respects the Tribunal find that the claim as set out has not been established and award accordingly. (5/7/54.)

No. 561. Observance by the Corporation of the County Borough of Tynemouth of Recognised Terms and Conditions of Employment in Respect of the Water Engineer and Manager. Claim: Whether the Corporation in respect of their Water Engineer and Manager should observe the terms and conditions settled by the Joint Committee for Water Engineers' Salaries. **Award**: That the recognised terms and conditions of employment applicable to the case are those set out in the Scheme for Salaries of whole-time Water Engineers who are Chief Officers of Water Undertakings agreed upon by the Joint Committee for Water Engineers' Salaries and adopted by the Joint Committee on April 18, 1951. The Tribunal further rule that, having regard to the terms of clause 8 of the Scheme, the Corporation of Tynemouth are observing the aforesaid terms and conditions of employment and award accordingly. (5/7/54.

INDUSTRIAL COURT AWARDS

No. 2518. Government Industrial Establishments. Reference: A claim that the basic rate of all male grades covered by the Trade Union Side of the Engineering Trades Joint Council for Government Industrial Establishments shall be increased by 15 per cent. **Award**: Claim established. (29/6/54.)

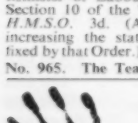
No. 2519. Pre-cast Concrete Manufacture. Reference: To determine the Union claim for an increase of 4d. per hour on the existing rates of wages. **Award**: That the existing rates of wages shall be increased by a 1½d. per hour. (29/6/54.)

No. 2520. Entertainment Industry. Reference: To determine the interpretation of Award No. 2459 dated July 6, 1953. **Award**: That the true intent and meaning of the Award in question is that the basic weekly hours therein put at 25 per week may be made up wholly of "playing time," or of "playing time" *and* "rehearsal time," provided that the total amount of rehearsal time in any one week shall not exceed three hours. (12/7/54.)

No. 2521. Electricity Supply Industry. Reference: To determine the claim of the Electrical Power Engineers' Association for additional payments to Power Station Superintendents of the South Eastern Division who are required to accept responsibility for more than one power station. **Award**: That in respect of their additional responsibilities the five superintendents covered by the claim shall, as from the dates they assumed their additional responsibilities, and while they continue to discharge them, each be paid a further sum of £50 per annum. The Court suggest that further consideration be given in one instance where a claimant is awarded no additional sum. (17/7/54.)

No. 2522. Government Industrial Establishments. Reference: A claim by the Trade Union Side on behalf of motor drivers employed by Her Majesty's Stationery Offices that wage rates and other conditions of service granted should not be less favourable than those agreed between the British Federation of Master Printers and the National Union of Printing, Bookbinding and Paperworkers. **Award**: Claim not established. (19/7/54.)

No. 2523. National Health Service. Reference: To determine a difference between the Management and Staff Sides of the Administrative and Clerical Staffs Council as to the scales of salary to be paid to certain administrative and clerical officers coming within the jurisdiction of the Council. **Award**: That as from April 1, 1954,



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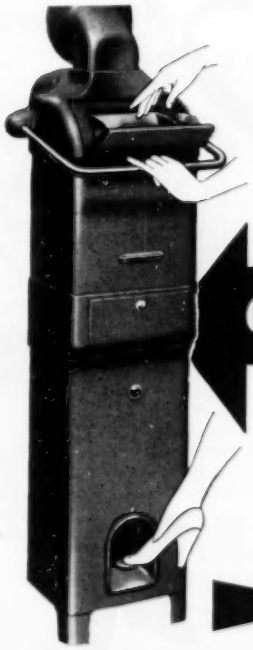

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★ Solid rod heating element for long life; special clutch mechanism for economic operation.
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the sums offered by the Management side shall be applied to the officers concerned and remunerated in accordance with the established salary scale. (27/7/54.)

No. 2524. National Health Service. Reference: To determine a difference between the Management and Staff Sides of the Administrative and Clerical Staffs Council as to the salary scales to be paid to certain senior grades of administrative officers employed by Regional Hospital Boards. **Award:** That as from April 1, 1954, the sums offered by the Management Side shall be applied to the officers in the grades concerned. (27/7/54.)

No. 2525. Railway Electrical Staff. Reference: To determine the application of the Trade Union side of the National Railway Electrical Council that the agreement reached on January 15, 1953, by the National Joint Industrial Council for the Electricity Supply Industry for the re-assessment of the rates of pay of certain grades with effect from August 1, 1952, should be applied to corresponding grades of the railway electrical staff **Award:** Claim not established. (27/7/54.)

September Diary For Management

ASHRIDGE COLLEGE
6-17 Residential Course on "Industry and Management."
10-13 Week-end Course on "Economics of Industry and Trade."
17-20 Week-end Course on "Transport," held in conjunction with the Institute of Transport.
27-Oct. 1 Residential Course on "Effective Speech."

BACIE
27-30 **London.** Course for Senior Managers on "Chairmanship."

BRITISH INSTITUTE OF MANAGEMENT
13-Oct. 9 **London.** Executive Development Programme (Fourth Course).

INDUSTRIAL CATERING ASSOCIATION
14 **Birmingham.** "Discussion Groups."

INDUSTRIAL WELFARE SOCIETY
2-6 & 7-11 **Keble College, Oxford.** Fifth Annual Conferences for Apprentices on "The Approach to Industrial Responsibility."

INSTITUTE OF INDUSTRIAL SUPERVISORS
1-8 **Ilminster.** Residential Summer School.
17-19 **Missenden Abbey, Bucks.** Week-end Residential Course on "Human Relations, Communications and Discipline."

NATIONAL INSTITUTE OF INDUSTRIAL PSYCHOLOGY
21-22 **London.** Two-day Conference on Staff Assessment Procedures.
23-24 **London.** Two-day Conference on Selection Methods.
27-Oct. 1 **London.** Part III of Course in Selection Methods.

PENDLEY MANOR
13-18 & 27-Oct. 2 Residential Foremanship Course.

ROFFEY PARK
5-10 Residential Course for Training Officers, organised jointly with BACIE, I.P.M., I.W.S. and N.I.I.P.
27-Oct. 1 Residential Course for Managerial and Supervisory Staff on "Work Simplification." Organised jointly with BACIE, N.I.I.P., and with the assistance of the Department of Scientific and Industrial Research.

URCHFONT MANOR
13-19 Residential Course for young people of promise, who are completing apprenticeships or attending Technical Colleges, on "A Citizen of Industry." (Course No. 311.)

How To Win Friends in Industry

(*Continued from page* 136)

doing he expressed his whole personality. Professor Bakke continued:

"We must aid him to acquire a concern and a responsibility for the effectiveness of the organisation by giving him the opportunity of participating in the organisation. I am not talking about turning the factory over to the workers. I am not talking about putting the men on the Board. I am not talking about being benevolent or kind to people, but about pointing out to them the chances to utilise more fully their abilities and thus to earn what they get. And I am not just talking about workers, but about foremen, junior and managing executives."

In one memorable phrase Professor Bakke said: "**The exploited man is the man who is not allowed to use the whole of himself. Give a man the opportunity to use the whole of himself and you are not exploiting him.**"

Sir Stanford Cooper, vice-chairman of the *Ford Motor Company Ltd.*, aptly summed up the impression made on the Conference by Professor Bakke when he said "I think we have heard a gospel." The subject was, of course, very much Professor Bakke's own, for he has been primarily interested in recent years in the development of a theory of organisation and the relationship of individuals to organisations.

What's your overall problem?
Is the appearance of your staff a credit to your business ? If they don't look smart to you, they probably look worse to your clientele and that could mean an appreciable loss of trade.
You can eliminate the risk by providing your assistants with the proper garments for the jobs they do. Denny's have an enormous range of everything you need—uniforms, suits, jackets, overalls, etc.—immediately available from stock or made to measure in accordance with your special requirements. The supply of smart, well-executed embroidered trademarks or house names is an added facility you will probably need.
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DURALEX IS

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- HYGIENIC
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- *Stands up to hard knocks*
- *Proof against boiling liquids*
- *Will not chip, crack or craze*
- *Will not discolour*

When re-ordering specify —
DURALEX Toughened Tableware

DURALEX
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Duralex is obtainable through glass wholesalers or catering equipment specialists. In case of difficulty, communicate with Jules Lang & Son, 96 Hatton Garden, London, E.C.1 (HOLborn 8687), for the name of your nearest supplier.

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...al and foolproof in other
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The Sports Committee have asked for facilities for broadcasting sports and welfare announcements.

Some such loudspeaker system is required generally for staff location and factory announcements. Rediffusion has been recommended to us for this installation. The system is rented, no capital outlay is entailed and excellent servicing facilities are given. They are submitting plans without obligation.

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Intermediate Certificate and Diploma in Management Studies.
New Developments in Industrial Leadership (5 lectures).

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Job Relations for Professional Workers.
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Problems and Techniques of Modern Incentive Schemes.

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Social Skills of Management: Full-time attendance of one fortnight a term for three terms, together with part-time attendance for training projects.

Work Study: 3 weeks (three courses a term).

Autumn Term commences on 27th September, 1954.
Applications are invited for part-time and full-time day courses.
Enrolment for evening courses: 20th September, 5.0–8.0 p.m.

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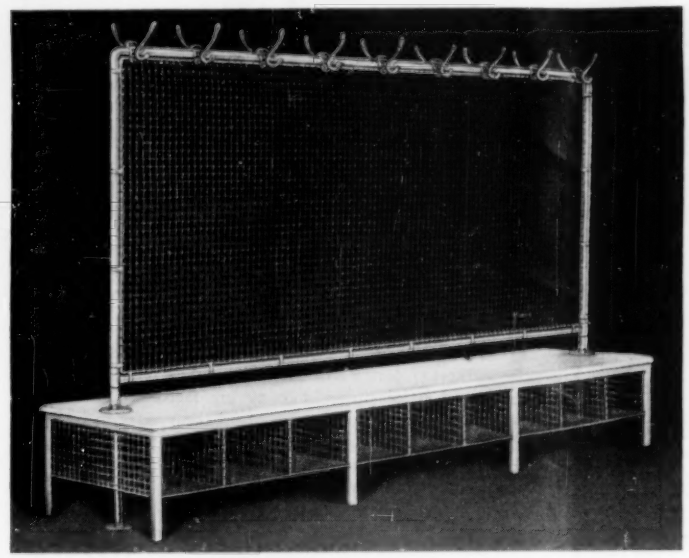

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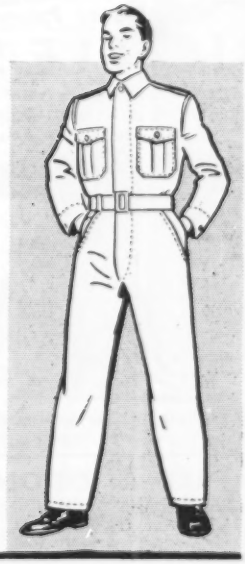

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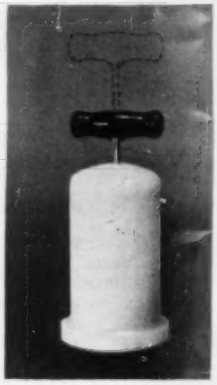

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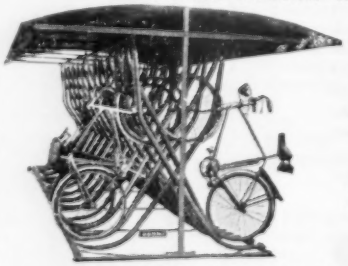

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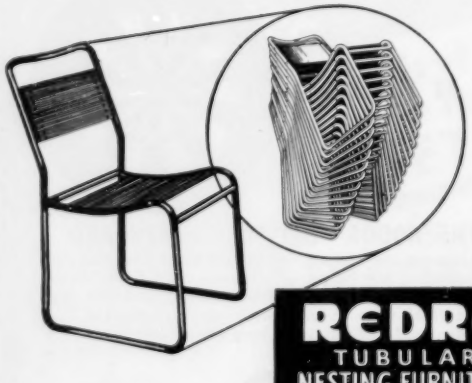

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